Danantara Indonesia

BNI
Serving the Country, the Pride of the Nation

A Heart That Serves, Growing with Indonesia



2025 Annual Report

PT Bank Negara Indonesia (Persero) Tbk

Disclaimer and Limitation of Liability

The 2025 Annual Report of PT Bank Negara Indonesia (Persero) Tbk ("BNI") is prepared by referring to the Financial Services Authority ("FSA") Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies, OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Issuers or Public Companies' Annual Report, and OJK Circular Letter No. 29/SEOJK.03/2025 concerning Transparency and Publication of Conventional Commercial Bank's Reports and Minister of State-Owned Enterprise (SOE) Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs. In addition, BNI also prepared a separate Sustainability Report that explains the banking business practices sustainability strategies and initiatives being developed, in accordance with OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. [ACGS B.4.7]

This Annual Report contains statements of financial conditions, operations results, projections, plans, strategies, policies, and objectives of BNI. The prospective statements in this Annual Report are prepared based on various assumptions about the latest condition, the future condition, and the business environment where BNI performs its business activities. These statements are subject to prospective risks, uncertainties, and could cause actual results that differ materially from the reported results. [ACGS C.8.3]

This Annual Report contains the words "BNI", the "Limited Liability Company", or "Company" that are defined as PT Bank Negara Indonesia (Persero) Tbk. Sometimes the word "we" is also used to make it easy to designate BNI in general. This Report is presented in two languages, Indonesian and English, and can be viewed and downloaded on the official website of BNI: www.bni.co.id.

A Heart that Serves, Growing with Indonesia

As it enters eight decades of dedicated service to the Nation, BNI reaffirms its position as a representative Indonesian financial institution with a global network and sustainable performance. BNI performs a strategic role in orchestrating synergies between national economic potential and international markets, while strengthening Indonesia's position and competitiveness within the global financial system. In this capacity, BNI not only drives business sector growth but is also fully committed to being a primary pillar in ensuring the success of the Government's strategic programs. This commitment aims to realize the Indonesia Emas 2045 vision, as mandated by Law Number 59 of 2024 on the 2025-2045 National Long-Term Development Plan (RPJPN), through the strengthening of an inclusive and highly competitive economic structure. BNI proactively integrates the Company's strategic measures to achieve the Indonesia Emas 2045 Vision of a Sovereign, Advanced, and Sustainable Archipelagic State.

Through services that span retail, MSME, corporate, and institutional segments, BNI integrates its international network with the development of digital capabilities that accelerate cross-border transaction efficiency. For MSMEs, BNI provides comprehensive support to enable entrepreneurs to grow and scale up alongside the Bank, expanding access to financing, advisory assistance, and connectivity to global markets. The continuous enhancement of good corporate governance serves as a fundamental pillar in maintaining customer trust and ensuring healthy, sustainable growth.

Throughout 2025, BNI continues to elevate service quality through a customer-centric approach grounded in integrity and care in every interaction, aligned with global service standards. This service dedication, rooted in sincerity, empathy, and integrity, serves as the foundation for building long-term trust while acting as a driving force for national economic transformation. This step is a tangible manifestation of BNI's identity as Swadarma Bhakti Nagara – a sincere devotion to accelerating the Indonesia Emas 2045 Vision, in order to realize a sovereign, advanced, and sustainable Indonesia.

Supported by 80 years of experience and trust, BNI remains focused on strengthening the national business ecosystem and expanding productive financing. The growth achieved serves as a tangible manifestation of BNI's commitment to delivering a significant contribution to the economy, strengthening national competitiveness toward Indonesia Emas 2045, and creating sustainable value for a future Indonesian economy that is sovereign, advanced, and resilient.

Theme Continuity



Melompat Lebih Tinggi untuk Negeri

To deal with the COVID-19 pandemic which is not over yet requires an endless fighting spirit. The Indonesian Badminton National Team's success in bringing home the Thomas Cup after 19 years certainly has inspired many parties. The theme of BNI's 2021 Annual Report is "Jumping Higher for the Country" and uses visuals of badminton players. The purpose is to portray BNI's spirit and performance as we continue to focus on jumping and transforming our digital and global capabilities to achieve a superior performance and become the pride for the country. This theme follows BNI's 75th Anniversary theme "Jump Higher." In addition, BNI should be proud of being appointed by the SOEs Ministry as the SOE Participating in the Coaching of Badminton Sports.



BNI for Stronger Indonesia

The COVID-19 pandemic has left various interesting stories, one of which is the growing awareness of the importance of sustainability. The holding of the G20 international events in Bali, Indonesia, in 2021-2022 have emphasized the importance of Indonesia's position in the theme of sustainability at the global level, both Indonesia's role in the post-COVID-19 recovery and the Indonesian Government's strong desire to achieve net zero emission in 2060. The theme of the 2022 BNI Annual Report is also related to all the great intention. "Recover Together, Recover Stronger" is the theme of the G20 Presidency, in which Indonesia invites the whole world to work hand in hand, support each other to recover together and grow stronger and more sustainable. In line with the theme of the G20 Presidency, BNI and all stakeholders involved in its business chain strive to create a more resilient Indonesia. The manifestation is expressed both in terms of the Bank's performance, the issue of Green Bonds, as well as various important efforts with stakeholders to create an established and sustainable banking industry.



From Local to Global

BNI's Corporate Transformation has clear direction and objectives. The gradual and continuous implementation of transformation, which will navigate the journey along a predetermined route, has increasingly delivered results. In the midst of economic challenges, as well as increasingly dynamic domestic and global conditions, BNI Corporate Transformation continues to be implemented and produces positive results. The shareholders' aspiration for BNI to become a global bank is one of the goals of this transformation. Despite the competitive competition, BNI is aiming to improve its business processes so that it can be present and provide services at an international level. With such a broad target market, of course BNI is required to answer existing challenges. Through this transformation, BNI strives to provide financial services that are agile, adaptive, accountable and competitive with excellence.



2024

Transforming the Future, Empowering Indonesia

BNI's long-standing commitment to empowering various levels of Indonesian society is demonstrated by its role in the country's growth over the past seven decades. BNI's extensive experience serving customers also provides the ability to navigate an ever-changing era. BNI has grown not only by providing financial services to various segments, but also by expanding its global reach and digital innovation, making it a trusted partner in various aspects of customer finances. BNI's ongoing transformation since 2021 has been able to strengthen the company's fundamentals, improve good corporate governance practices, and encourage sustainable growth. 2024 marked a significant milestone in BNI's journey to improve banking services by leveraging the most recent digital developments. The release of the latest versions of wondr and BNIdirect, which are intended to improve customer experience and include a variety of relevant new features, is a watershed moment in this year's digital transformation. As a bank that represents Indonesia around the world, BNI always optimizes services for Indonesian businesses abroad, MSMEs from the Indonesian diaspora, and Indonesian corporations looking to expand globally. These various strengths will help BNI make progress both now and in the future.



2025

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BNI

Competitive Advantage [ACGS C.2.3]

Throughout 2025, BNI further strengthened its role as an agent of national economic development by bringing more innovative, inclusive, and globally competitive financial services. Leveraging its long-standing history, solid financial fundamentals, competent human resources, and advanced technological capabilities, BNI consistently supports communities and business players in achieving sustainable growth.

01 Excellent Reputation and Experience in Corporate and Institutional Banking

BNI has been very consistent in serving as a bank with a strong corporate banking DNA. This reputation is built on its long experience in supporting strategic businesses through various national and global economic cycles. In 2025, the Corporate Banking segment loans were expected to grow by 20% YoY. This growth will be selectively directed to ensure higher quality expansion in line with the application of prudential principles.

02 National Bank with Global Capacity

As a national bank with international capabilities, BNI continues to expand its presence through a strategic overseas network. As of the end of 2025, BNI operated branch offices in major global business centers such as Singapore, Hong Kong, Tokyo, New York, London, and Seoul, as well as representative offices in Osaka, Amsterdam, and Sydney. Supported by strategic alliances and correspondent banking partners, BNI has further cemented its position as a connector for cross-border trade, investment, and financial services. The contribution of international business to BNI's consolidated performance in 2025 reflects the Bank's increasingly significant role in supporting national businesses in accessing global markets, while also serving the financial needs of the Indonesian diaspora.

03 Integrated Digital Ecosystem

Digital transformation has become a key driver for BNI in enhancing customer experience through a one-stop digital financial services strategy in its increasingly broad ecosystem. This ecosystem is built on strong synergies with subsidiaries as well as strategic collaborations with cross-industry partners to expand outreach and drive sustainable growth, through wondr by BNI, an integrated digital ecosystem developed to enable customers to seamlessly fulfill their various needs within a single platform, including mobility services through transportation partners such as Whoosh and KAI, access to entertainment and sports events such as Java Jazz and the Jakarta Running Festival, and education-related services through the Student Payment Center (SPC) for payments to various educational institutions and routine bill payments. In addition, this synergy also encompasses other financial services such as insurance and vehicle financing. In 2025, wondr by BNI had 12.1 million users as the primary personal digital channel in the migration from BNI Mobile Banking.

Meanwhile, BNIdirect recorded more than 261.5 thousand users by the end of 2025 thanks to its growing transaction volume. To further strengthen its digital ecosystem into a more integrated one, BNI continued to enhance the utilization of its available API services, enabling business partners and f-intech companies to connect with a wide range of financial and non-financial solutions, including digi-tal KYC and data integration.

04 The Bank with the Leading Sustainable Financial Practices in Indonesia

BNI continues to reinforce its position as a pioneer in the implementation of sustainable finance in Indonesia. In 2025, BNI expanded its green financing portfolio, including funding for renewable energy projects, sustainable transportation, and other sectors that support the transition toward a low-carbon economy. The Sustainability-Linked Loan (SLL) portfolio reached IDR6.6 trillion, in line with the Company's commitment to providing incentives for borrowers that improve their ESG performance. Through the BNI ESG Sustainability & Transition (BEST) Event program, BNI actively supports business players in their energy transition journey and the adoption of sustainable practices.

This sustainability performance is reflected in BNI's ESG ratings achievements. BNI successfully maintained its MSCI ESG Rating at BBB, which is associated with strong labor management, corporate behavior, and data privacy and security, and also sustained a Medium Risk rating from the Sustainalytics ESG Risk Rating. [ACGS B.4.3]

05 An Inclusive Domestic Branch Network

BNI continues to expand access to financial services for all segments of society through its extensive domestic network. As of the end of 2025, BNI operated 1,776 outlets, 13,396 ATMs, and 217,013 branchless banking agents (BNI Agen46) spread across Indonesia, including in 3T areas (underdeveloped, frontier, and outermost regions). In addition to developing flagship, digital-first, and thematic outlet formats to enhance service quality, BNI Agen46 has played an increasingly important role in promoting financial inclusion. In 2025, BNI Agen46 recorded transaction volumes of IDR61.2 trillion across 121.8 million transactions, making it one of the largest banking agent networks in Indonesia.

Milestones

1946
The establishment of PT Bank Negara Indonesia (Persero) Tbk as the first stateowned bank, functioning as a central bank and a commercial bank.

1950
BNI as a development bank was given the right to act as a foreign exchange bank.

1955
BNI converted to a commercial bank and BNI opens its first overseas branch in Singapore.

1960
BNI supported the Indonesian economy and introduced various banking services such as Floating Banks and Mobile Banks.

1997
The monetary crisis hit Asia and Indonesia. Like other banks, BNI was also affected by the crisis, as reflected in the decline in financial performance indicators.

1999
BNI obtained additional capital from the Government through the bank recapitalization program. BNI succeeded in obtaining ISO 9002 certificate in recognition of quality standards including the Joint Processing Unit (UPB).

2004
BNI launched its new corporate logo and identity related to efforts to build a firm image of the Company in the face of competition.

2007
BNI issued new shares listed on the Jakarta and Surabaya Stock Exchanges at the same time as the government share divestment program. With the completion of both programs, public ownership increased to 23.64%.

2008
Under a new Management team, BNI stepped up in the midst of the global economic crisis, reinforcing its financial foundation through 5 (five) key strategies: adequacy of reserves, improving the quality of assets, focusing on profitability, creating sustainable business models and maintaining efficient cost structures.

1968

As a commercial bank with the name "Bank Negara Indonesia 1946", BNI was given the task of improving the economy of the people of Indonesia and participated in the national economic development by empowering various industrial sectors in Indonesia.

1986

BNI conducted operational restructuring and corporate reforms, including developing its vision and mission and Performance Improvement Program (PIP).

1989

BNI launched its new logo "the ark of sailing in the middle of the ocean" as a reflection and expression of the Company's expectation.

2009

BNI shareholders agreed to spin-off BNI Syariah business units as an independent business entity.

2010

BNI issued new shares through a Rig

2012

BNI issued Global Bonds through its London branch office worth USD500 million. BNI's Global Bonds were registered at the Singapore Stock Exchange.

2013

BNI joined a strategic partnership with Sumitomo Life Insurance Company that purchased new shares issued by PT BNI Life Insurance worth IDR4.2 trillion.

2013

BNI's Net Income for the first time broke the doubledigit figure (IDR10.8 trillion), as one result of BNI's transformation programs implemented since 2008.

2015

To adapt to the changing dynamic business environment, to meet the needs of all stakeholders' interests, and to align with regulations related to management for financial conglomerate institutions, BNI restated its vision: "Becoming a Superior Financial Institution in Service and Performance."

2016

For the second time BNI achieved a double-digit profit of IDR11.4 trillion with better fundamentals, indicated by a coverage ratio of 146% and CAR of 19.4%.

2017

BNI Sustainable Bonds I Phase I Year 2017 were issued with a value of IDR3 trillion for a period of 5 years with a coupon of 8% per annum. BNI Bonds were published on July 11, 2017 and listed on BEI on July 12, 2017.

2018

BNI Subordinate I Medium Term Notes (MTN) Year 2018 were issued with a value of IDR100 billion for a period of 5 years with a fixed interest rate of 8% per annum. The MTN were registered at FSA, effective June 8, 2018.

2019

In 2019, BNI became the first Government Bank to launch Digital Account Opening through its mobile banking application. Negotiable Certificates of Deposit (NCD) with a value of IDR2.39 trillion were issued on September 25, 2019.

2022

- BNI acquired PT Bank Mayora. Bank Mayora will be transformed into a digital bank that supports the development of BNI's digital solutions focusing on the MSME (Micro, Small and Medium Enterprises) segment.
- Establishment of PT BNI Modal Ventura, referred to as "BNI Ventures," as BNI's strategy to support the development of the digital ecosystem in Indonesia.
- Additional capital participation in PT Bank Syariah Indonesia Tbk, where BNI's share ownership in BSI was diluted to 23.24%.
- Issuance of PT Bank Negara Indonesia (Persero) Tbk Green Bond I Year 2022 with a principal amount of IDR5 trillion. This bond is the first Green Bond product in Indonesia issued in Rupiah.

2023

- October 10, 2023, BNI carried out a corporate action in the form of a stock split with a ratio of 1:2 effective on the Indonesian Stock Exchange. This corporate action was carried out to increase demand for BNI shares by expanding the investor base.
- The market responded positively to this corporate action, as evidenced by the strengthening of BNI's share price, so that BNI's market capitalization value at the end of 2023 reached IDR200.5 trillion, an increase of 16.5% compared to the end of 2022 of IDR172.0 trillion. This market capitalization value is the highest in BNI's history since it was listed on the Indonesian Stock Exchange.

2020

BNI restated its vision "To become a Financial Institution that excels in sustainable service and performance" and restated its mission "Strengthening excellent service and digital solutions to all customers, as the primary partner of choice" and "Strengthening international services to support the needs of global business partners." The purpose was to strengthen BNI's excellence in international business through overseas and domestic networks, partnership cooperation, and digital banking development in response to challenges and competition. To support the formation of a national Islamic bank with global capacity, BNI together with Bank BRI and Bank Mandiri signed a merger agreement between BNI Syariah with Mandiri Syariah, and BRI Syariah.

2021

- BNI issued Tier 2 Subordinated Notes (BNI Tier 2 Capital Bond 2021) on the Indonesia Stock Exchange for USD500 million with an interest rate of 3.75%, as well as Additional Tier 1 ("AT-1") Perpetual Non-Cumulative Capital Securities on the Singapore Stock Exchange for USD600 million with a yield of 4.3% p.a. The AT-1 Capital Securities issue was monumental as BNI became the first bank in Indonesia to issue Additional Tier 1 capital instruments.
- BNI also strengthened its vision, from the previous "To become a Financial Institution with Sustainable Service and Performance Excellence," to "To become a Superior Financial Institution with Sustainable Service and Performance Excellence." The word "Superior" has been prefixed with "Most," showing BNI's commitment to becoming the most superior.
- BNI divested its stake in PT Bank BNI Syariah, which was merged with PT Bank Mandiri Syariah and PT Bank BRI Syariah Tbk to become PT Bank Syariah Indonesia Tbk ("BSI") Holding.
- BNI Securities Pte. Ltd. ("BSPL"), a subsidiary of PT BNI Sekuritas, has officially started operations in Singapore.

2024

- On July 5 2024, BNI launched the "wondr by BNI" banking application. The launch of "wondr by BNI" is a realization of BNI's transformation in presenting banking application innovations to facilitate transactions as well as more optimal planning for society's future.
- BNI is transforming the BNIdirect wholesale digital platform as a strategic step to optimize wholesale digital services. This transformation brings together various digital transaction services that were previously available on different separate platforms into one comprehensive and integrated platform, providing efficiency and ease of access for customers.
- BNI relocated its Singapore overseas office (KLN) to a more strategic location. In addition to relocation, BNI obtained the right to name the building BNI Tower, effective July 23, 2024. The presence of this new building is expected to make it easier for customers to reach BNI financial services.
- As a form of BNI's commitment to expanding the reach of banking services, on September 5 2024, BNI inaugurated a BNI Representative Office in Sydney, Australia. BNI is the first bank from Indonesia to open an office in Australia.
- As part of its strategy to diversify funding sources and drive business growth, BNI has issued Global Bonds valued at USD500 million (approximately IDR7.9 trillion) as part of its Euro Medium Term Note (EMTN) program. The strong investor demand is evident in the oversubscription of up to 6.4 times during the initial pricing guidance (IPG).

2025

In an event held at Grha BNI, 25th floor, BNI announced its plan to issue Sustainable Bonds I Phase I in 2025 with a maximum value of IDR5 trillion. The bonds were part of a Sustainable Public Offering (PUB) with a total fundraising target of IDR15 trillion. The issuance consisted of two series: Series A with a three-year tenor and Series B with a five-year tenor, both of which bear quarterly interest payments and bullet principal repayment at maturity. Proceeds from the issuance would be allocated to financing projects that meet the criteria for environmentally sustainable business activities (KUBL) and socially sustainable business activities (KUBS).

BNI Transformation

Based on the 2024-2028 Corporate Plan and in line with the strategic focus implemented in 2025, the Transformation initiative continues to be implemented sustainably. In 2025, BNI's Transformation helped achieve its predetermined targets by sharpening strategy execution in regions with significant economic potential and strengthening collaboration to develop an integrated business ecosystem. The following are the Transformations implemented by BNI throughout 2025:

01 **Implementation of the New Region, Area & Branch Model (BRAVE)** - Sharpening the organization, business processes, network development, and sales model to execute the strategy to capture market share.

02 **Branch Transformation Project - Intelligent Branch** - Integration of digital/e-channel services with branch services to provide the best customer experience.

03 **Implementation of the Loan Management System Wholesale (Iendix)** - an end-to-end system for the wholesale segment credit process integrated with core banking and surrounding areas.

04 **Wholesale Transaction Banking Transformation (BNIdirect)** - A one-stop digital financial services solution for wholesale customers.

05 **SME Banking Revamp -** End-to-end credit process improvements in the SME business segment to increase RM productivity.

06 **Sanur Special Economic Zone (SEZ) -** Optimizing BNI's support in the construction and development of the Sanur SEZ, identifying business potential and orchestrating its execution.

07 **RM Tool (connect) & Customer Profitable Report (CPR) -** RM tool for pipeline management and database. CPR calculates profit/loss for customers/debtors, both group and non-group, on a BNI-wide basis.

08 **HC Roadmap -** An integral part of BNI's human resource development strategy that supports BNI's business strategy.



wondr by BNI

wondr by BNI is part of BNI's development initiative to support service enhancement for customers. It features the latest technology that meets global standards with a more modern and fresh look for enhanced user experience. By prioritizing Hyper Personalization through the utilization of data and analytics, wondr by BNI offers services that are more personal and tailored to the needs of each customer. wondr by BNI is supported by three Financial Dimensions, namely Transactions, Insight, and Growth, which serve as its flagship features to provide the best banking experience in conducting transactions and planning for the future.

As customers' transaction needs continue to grow, the Transactions feature in wondr by BNI is designed to support fast, secure, and convenient real-time financial activities. Among its available services are domestic and international transfers, e-wallet top-ups, TapCash top-ups, QRIS payments, bill payments, scheduled transfers, credit card applications, credit card installments, cash advances, and lifestyle purchases such as transportation (train, Whoosh, and flight tickets), sports (race pack collection reservations for the Jakarta Running Festival and wondr Futsal Series), vehicle financing (in collaboration with BNI Finance), and entertainment (tickets for the BNI Java Jazz Festival and Forestra). Every process within the Transactions feature is built on intuitive and easy-to-understand design flows, informed by in-depth research to ensure a significantly more enjoyable user experience. In July 2025, wondr by BNI launched the wondr multicurrency feature, enabling customers to open a single account that supports 12 foreign currencies and to transact seamlessly in 32 countries.

In line with the increasing level of financial literacy among the Indonesian public, wondr by BNI presents the Insight feature to assist BNI customers in assessing their financial health. Customer transactions conducted across all BNI channels, including ATMs, EDC machines, and digital channels, are automatically displayed and grouped based on categories that align with modern lifestyle needs, such as Food and Beverages, e wallet top ups, monthly bills, transportation, shopping, and lifestyle. This feature provides an easy to understand visual overview through diagrams that illustrate comparisons between customers' income and expenses within a month. It also delivers monthly reports on customers' financial conditions and offers personalized banking product recommendations tailored to each customer's behavior. This feature is expected to help the Indonesian public manage their finances more wisely.



As future planning has become increasingly prevalent among the Indonesian public, wondr by BNI not only delivers a comprehensive transaction experience and robust spending behavior insights, but is also equipped with the Growth feature, which focuses on future planning. This feature provides a range of hyper personalized financial products that are aligned with customers' needs and risk profiles, including term savings, time deposits, and investment instruments such as mutual funds, both regular and automated purchases, as well as premier bonds. These various conveniences are intended to encourage customers to grow and develop financially in accordance with their individual future aspirations. wondr by BNI also provides users with access to view all assets owned within the BNI ecosystem as well as its subsidiaries, including savings and current accounts, term savings, and investments such as mutual funds, bonds, stocks, pension funds, and bancassurance, all within a single consolidated view.

wondr by BNI

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BNIdirect Transformation

BNIdirect is a digital wholesale banking service designed to support customer business growth through comprehensive financial solutions, including cash management, trade, foreign exchange, and supply chain financing services, enabling customers to conduct financial transactions quickly, easily, and securely. This year marks a strategic step for BNI in optimizing its digital services through the transformation of BNIdirect into a leading wholesale digital platform that is increasingly comprehensive and integrated, as well as aligned with modern business needs. This transformation reflects BNI's commitment to strengthening its role as a trusted partner in supporting digitalization and business growth amid increasingly competitive competition.

BNIdirect Transformation Mission

The transformation of BNIdirect is a strategic agenda of BNI aimed at ensuring that BNIdirect becomes the primary platform capable of driving increased business value for customers through a superior, secure, and relevant experience across all segments.

1. **Deepening engagement and increasing transaction activity**
   Reducing operational burdens through automated processes that enhance productivity and minimize the risk of manual errors.
2. **Customer-centric and segment-ready**
   The transformation is driven by a comprehensive understanding of customers' business flows, enabling solutions to become increasingly relevant and personalized.
3. **Holistic transformation of the platform and operating model**
   The transformation encompasses end to end realignment of the operating model, product development, enhancement of service channels, and strengthening of the data foundation to ensure the platform becomes more reliable and scalable.
4. **Excellence, security, and ease of use as the core value proposition**
   The transformation ensures that BNIdirect evolves into a wholesale transaction platform that is superior, secure, and easy to use.

BNIdirect Transformation Journey

First launched in 2009, BNIdirect has undergone continuous development to respond to the increasingly complex needs of corporate customers. Initially introduced as an internet banking service for the corporate segment, the platform has since evolved into a comprehensive digital platform that is adaptive to customers' dynamic business requirements. The transformation of BNIdirect encompasses service integration, enhancement of feature capabilities, as well as the strengthening of technology and security infrastructure.

In parallel with the platform transformation, BNI has also carried out comprehensive improvements across end-to-end processes within the Wholesale Transaction Banking area. These initiatives include enhancing human capital capabilities, strengthening the roles of Product Specialists and implementers, optimizing the use of transaction data to support decision making, and developing information technology infrastructure and systems to become more resilient and responsive to business needs.

Currently, BNIdirect provides a wide range of financial transaction services, including cash management, payments, trade finance, and foreign exchange transactions. The platform can be accessed flexibly through the website at direct.bni.co.id as well as via a mobile application, enabling customers to monitor and execute financial transactions in real time from anywhere. The BNIdirect interface is designed to be more intuitive and user friendly, and supports usage in three languages, namely Indonesian, English, and Mandarin, allowing the platform to serve customers from diverse backgrounds. From a security

perspective, BNIdirect is equipped with multi-layer authorization mechanisms through user access rights management and the use of hard tokens in the form of BNI e Secure, as well as soft tokens through mobile tokens. In addition, BNI provides a dedicated team to support customers throughout the onboarding process and in their day to day use of the platform.

As part of its digital service development roadmap, BNI also launched BNIdirect Bisnis in August 2025 as a manifestation of its commitment to expanding digital inclusion and adoption across all customer segments. Through this initiative, BNI affirms that its digital transformation is not solely focused on the corporate segment but is also strategically directed toward supporting the growth of small and medium enterprises as the backbone of the national economy. BNIdirect Bisnis is designed to address the needs of small and medium enterprises for simpler, secure, and reliable digital transaction solutions by offering a streamlined and easy to use interface, along with core features that include payment management, transfers, and instant cash flow monitoring. The introduction of BNIdirect Bisnis is expected to enhance the digital capabilities of SME customers, expand the user base of BNI's digital services, and strengthen the overall business transaction ecosystem.

The transformation of BNIdirect has delivered significant impact for both customers and BNI. For customers, the presence of a more integrated and reliable platform supports greater efficiency in managing financial transactions and enhances the overall service experience. For BNI, BNIdirect strengthens its position as a leading provider of digital wholesale banking services in Indonesia. Transaction volumes conducted through the BNIdirect platform increased by 26.4 percent year on year, contributing to the growth of average digital low cost funds or CASA by 10.8 percent year on year. These achievements have helped create a robust transaction ecosystem and drive sustainable growth in fee based income.

Benefits for Customers

The new BNIdirect is designed to add value to various customer segments. By supporting business liquidity and financial management efficiency and providing complete visibility of finances, BNIdirect helps customers make faster and more informed decisions. In addition, this platform strengthens customers' capabilities in empowering local and global businesses while building long-term relationships with business partners.

Sustainable Business Impact for BNI

BNIdirect offers easy transactions and contributes to the growth of not only customers but also BNI's business:

- **Enhanced Customer Loyalty:** By providing more integrated, modern, and efficient banking solutions, BNI strengthens customer relationships, builds trust, and creates long-term cooperative relationships.
- **Strong and Sustainable Giro Base:** Continuous increase in transaction volume through New BNIdirect helps expand the low-cost fund base, creates a more solid ecosystem, and supports fund stability for sustainable business growth.
- **Fee-Based Income (FBI):** With growing transaction activity on the BNIdirect platform, BNI strengthens the contribution of earned fee-based income, which supports business sustainability and customer service expansion.
- **Strengthening Position in the Wholesale Market:** With various digital innovations and a focus on more integrated services, BNI continues to strengthen its position as a leader in the wholesale banking sector, both nationally and internationally, with the offerings of solutions designed to meet dynamic business needs.

Towards a Digital Future

BNIdirect proves BNI's commitment to sustaining a more efficient, trustworthy, and integrated business ecosystem. Its customer-centric approach ensures customers can focus on business expansion without dealing with complex financial transactions.

Through this innovation, not only does BNI bring financial solutions, but it also becomes a strategic partner that supports customers in achieving their goals. With BNIdirect, BNI directs customers' businesses to new heights, creating a brighter future for all participating parties.

2025 Achievement

BNI is increasingly adapting to the dynamics of the global and domestic business environment. In 2025, BNI made many strategic achievements that reflected the Company's robust performance and consistent transformation amidst challenging global and domestic economic dynamics. By prioritizing service innovation, strengthening business fundamentals, and implementing prudent governance, BNI continued to cement its position as one of the leading national financial institutions, through various positive performance achievements and providing sustainable added value for customers, shareholders, and all stakeholders.

CASA

IDR726.0 trillion

up 28.9% from IDR563.3 trillion in the previous year.

LOANS

IDR899.5 trillion

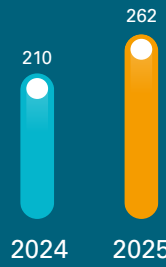
Up 15.9% from IDR775.9 trillion in the previous year.

The performance of BNI's transaction banking showed solid growth driven by increased digital transaction volume and the expansion of integrated financial solutions to meet customer needs.

Wholesale Segment Transaction Banking

Number of BNIdirect Users
(in thousands)

24.8% yoy



Number of BNIdirect Transactions
(in millions)

14.0% yoy



Retail Segment Transaction Banking

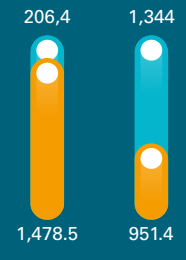
Number of Users
(in millions)

27% yoy



Number of Transactions
(in millions)

36% yoy



BNI Mobile Banking

wondr by BNI

Third-Party Funds

IDR1,040.8 trillion

Up 29.2% from IDR805.5 trillion in the previous year.

Total Assets

IDR1,362.1 trillion

Up 20.5% from to IDR1,130.1 trillion in the previous year.

Interest Income

IDR69.4 trillion

Up 4.2% from IDR66.6 trillion in the previous year.

Income Other Than Interest

IDR24.6 trillion

up5.2% from IDR23.4 trillion in the previous year.

Non Performing Loan (NPL) Rasio (Gross)

1.9%

down 0.1% from 2.0% in the previous year.

Loan At Risk Ratio (LAR)

8.5%

down 1.8% from 10.3% in the previous year.

idAAA/Stable
Corporate Rating given by PEFINDO

Baa2/Stable
Corporate Rating given by Moody's

BBB/Stable
Corporate Rating given by Fitch Rating

BBB/Stable
Corporate Rating given by S&P Global Ratings

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BNI

Important Financial Data Overview [ACGS C.2.2]

Consolidated Statement of Financial Position

In billion Rupiah, unless otherwise stated	2025	2024*)	YoY 2024-2025 (%)	2024	2023	2022	2021
Assets							
Cash	13,352	13,710	(2.6)	13,710	11,207	13,448	13,684
Current Accounts with Bank Indonesia	79,989	51,669	54.8	51,669	65,256	82,922	48,682
Current Accounts with Other banks - Net	25,938	22,074	17.5	22,074	35,023	15,922	19,570
Placements with Other Banks - Net	33,780	17,076	97.8	17,076	43,794	51,569	92,290
Marketable Securities - Net	63,017	48,534	29.8	48,534	37,165	28,556	25,803
Securities Purchased under Agreements to Resell - Net	6,911	7,972	(13.3)	7,972	13,951	16,631	22,011
Bills and Other Receivables - Net	13,453	13,243	1.6	13,243	18,999	20,729	19,563
Acceptance Receivables - Net	19,449	15,926	22.1	15,926	17,091	18,912	20,543
Derivative Receivables- Net	5,422	1,793	202.4	1,793	996	685	494
Loans Disbursed	899,531	775,872	15.9	775,872	695,085	646,188	582,436
Allowance for Impairment Losses of Loans Disbursed	(35,861)	(38,685)	(7.3)	(38,685)	(47,158)	(50,334)	(50,295)
Government Bonds	163,510	132,069	23.8	132,069	127,099	121,291	111,429
Prepaid Taxes	3,090	19	16.163.2	19	643	644	1,051
Prepaid Expenses	2,275	2,941	(22.6)	2,941	2,743	3,244	3,096
Investments in Associates	14,354	12,748	12.6	12,748	11,284	10,049	8,689
Equity Investments - Net	652	637	2.4	637	564	609	830
Insurance & Reinsurance Contract Assets	81	99	(18.2)	-	-	-	-
Other Assets	18,941	14,136	34.0	14,107	16,972	13,856	11,849
Fixed Assets - Net	31,113	30,408	2.3	30,408	27,765	26,549	26,883
Intangible Assets	742	743	(0.1)	743	744	753	-
Deferred Tax Assets - Net	2,316	7,145	(67.6)	6,950	7,441	7,614	6,230
Total Assets	**1,362,055**	**1,130,129**	**20.5**	**1,129,806**	**1,086,664**	**1,029,837**	**964,838**
Aset Produktif	1,385,213	1,143,220	21.2	1,143,220	1,074,587	998,687	919,771
Liabilities							
Obligations Due Immediately	5,761	5,515	4.5	5,515	5,295	4,686	4,554
Deposits from Customers	1,040,834	805,511	29.2	805,511	810,730	769,269	729,169
Deposits from Other Banks	11,563	18,548	(37.7)	18,548	11,894	15,245	14,377
Derivative Payables	5,399	1,479	265.0	1,479	810	775	110
Securities Sold Under Agreements To Repurchase	7,251	15,891	(54.4)	15,891	6,891	2,885	1,829
Acceptance Payables	2,325	4,229	(45.0)	4,229	5,748	5,301	5,588
Accrued Expenses	942	1,529	(38.4)	1,529	1,664	1,441	1,242
Taxes Payable	416	318	30.8	318	823	1,551	1,284
Employee Benefits	8,839	7,147	23.7	7,147	7,006	6,880	6,138
Provisions	1,463	2,283	(35.9)	2,283	2,173	2,712	2,276
Other Liabilities	6,899	8,317	(17.0)	26,564	26,125	21,130	20,542
Liabilitas Kontrak Asuransi	22,381	19,203	16.5	-	-	-	-
Liabilitas Kontrak Reasuransi	10	7	42.9	-	-	-	-
Securities Issued	14,253	12,974	9.9	12,975	4,893	4,897	2,986
Borrowings	39,040	42,931	(9.1)	42,931	30,950	35,654	32,458
Subordinated Securities	18,340	17,699	3.6	17,699	16,929	17,213	15,765
Total Liabilities	**1,185,716**	**963,581**	**23.1**	**962,619**	**931,931**	**889,639**	**838,318**

In billion Rupiah, unless otherwise stated	2025	2024*)	YoY 2024-2025 (%)	2024	2023	2022	2021
Equity							
Share Capital	9,055	9,055	0.0	9,055	9,055	9,055	9,055
Additional Paid-in Capital/Shares Issuance Cost.	17,010	17,010	0.0	17,010	17,010	17,010	17,010
Share-Based Payment Reserves	349	323	8.0	323	260	-	-
Transactions with Non-Controlling Interests	2,257	2,257	0.0	2,257	2,257	2,257	2,257
Asset Revaluation Reserve	16,711	16,711	0.0	16,711	15,448	15,441	15,442
Unrealized (Losses)/ (Gains) on Marketable Securities and Government Bonds Measured at Fair Value through Other Comprehensive Income, Net of Tax	2,617	(1,432)	(282.8)	(1,465)	(896)	(1,971)	1,949
Exchange Difference on Translation of Foreign Currency Financial Statements	(124)	(97)	(27.8)	(97)	(58)	(36)	(17)
Retained Earnings	123,855	118,244	4.7	118,664	107,236	94,060	78,250
Treasury Shares	-	-	0.0	-	(180)	-	(207)
Non-Controlling Interests	4,609	4,477	2.9	4,729	4,601	4,382	2,781
Total Equity	**176,339**	**166,548**	**5.9**	**167,187**	**154,733**	**140,198**	**126,520**
Total Liabilities, and Equity	**1,362,055**	**1,130,129**	**20.6**	**1,130,129**	**1,086,921**	**1,029,837**	**964,838**

*) Restated

Consolidated Statement of Profit (Loss) and Other Comprehensive Income

In billion Rupiah, unless otherwise stated	2025	2024*)	YoY 2024-2025 (%)	2024	2023	2022	2021
Interest Income	69,394	66,583	4.2	66,583	61,472	54,659	50,026
Interest Expense	(29,061)	(26,103)	11.3	(26,103)	(20,196)	(13,338)	(11,779)
Interest Income - Net	**40,333**	**40,480**	**(0.4)**	**40,480**	**41,276**	**41,321**	**38,247**
Premium Income and Investments Return	-	-	0.0	6,741	6,853	6,221	5,887
Claims Expenses	(2)	(2)	0.0	(5,017)	(5,194)	(4,670)	(4,488)
Premium Income - Net	**(2)**	**(2)**	**0.0**	**(1,724)**	**1,659**	**1,551**	**1,399**
Pendapatan asuransi	1,882	1,993	(5.6)	-	-	-	-
Beban asuransi	(1,746)	(1,536)	13.7	-	-	-	-
Pendapatan (beban) Asuransi – Neto	**136**	**457**	**(70.2)**	**-**	**-**	**-**	**-**
Pendapatan Hasil Investasi	2,030	1,256	61.6	-	-	-	-
Pendapatan Asuransi Keuangan – Bersih	(1,421)	(945)	50.4	-	-	-	-
Pendapatan Asuransi dan Hasil Investasi – Neto	745	768	(3.0)	-	-	-	-
Other Operating Income	23,900	22,649	5.5	22,311	19,812	18,600	16,219
Total Operational Income	**64,976**	**63,895**	**1.7**	**64,515**	**62,747**	**61,472**	**55,865**
Other Operating Expenses	(30,857)	(29,111)	6.0	(29,688)	(27,778)	(27,059)	(24,801)
Allowance for Impairment Losses	(9,724)	(8,211)	18.4	(8,211)	(9,196)	(11,514)	(18,297)
Operating Income	**24,395**	**26,573**	**(8.2)**	**26,616**	**25,773**	**22,899**	**12,767**
Non-Operating (Expenses) Income – Net)	2	(4)	150.0	(36)	(133)	(212)	(216)
Income Before Tax Expenses	24,397	26,569	(8.2)	26,580	25,640	22,687	12,551
Tax Expense	(4,286)	(4,900)	(12.5)	(4,911)	(4,534)	(4,205)	(1,574)
Income for the Year	**20,111**	**21,669**	**(7.2)**	**21,669**	**21,106**	**18,482**	**10,977**
• Other Comprehensive (Loss)/Income for the Current Period After Tax	3,605	1,031	249.7	997	674	(3,826)	745

In billion Rupiah, unless otherwise stated	2025	2024*)	YoY 2024-2025 (%)	2024	2023	2022	2021
Comprehensive Income for the Current Period	**23,716**	**22,700**	**4.5**	**22,666**	**21,780**	**14,656**	**11,722**
• Equity Holders of the Parent Entity	20,041	21,464	(6.6)	21,464	20,909	18,312	10,898
• Non-Controlling Interest	70	205	(66.0)	205	197	170	79
Comprehensive Income for the Year Attributable to:							
• Equity Holders of The Parent Entity	23,584	22,551	4.6	22,539	21,560	14,594	11,620
• Non-Controlling Interest	132	149	(11.4)	127	220	62	102
Basic Earnings per Share Attributable to Equity Holders of The Parent Entity (in full Rupiah amount)	**537**	**576**	**(6.8)**	**576**	**561**	**983**	**585**

*) Restated

Statement of Consolidated Cash Flows

In billion Rupiah, unless otherwise stated	2025	2024*	YoY 2024-2025 (%)	2024	2023	2022	2021
Cash Flows from Operating Activities	103,103	(63,218)	263.1	(63,218)	10,393	19,953	97,479
Cash Flows from Investing Activities	(26,638)	(5,270)	405.5	(5,270)	(10,771)	(32,233)	(15,656)
Cash Flows from Financing Activities	(27,556)	17,718	(255.5)	17,718	(8,493)	2,725	1,719
Increase/(Decrease) in Cash and Cash Equivalents	48,909	(50,770)	(196.3)	(50,770)	(8,871)	(9,555)	83,542
Impact of Loss of Control	-	-	-	-	-	-	(37,614)
Impact of Foreign Currency Exchange Rate Changes	(132)	(34)	288.2	(34)	(150)	116	505
Cash and Cash Equivalents at Beginning of Year	104,075	154,879	(32.8)	154,879	163,900	173,340	126,908
Cash and Cash Equivalents at End of Year	152,852	104,075	46.9	104,075	154,879	163,900	173,340

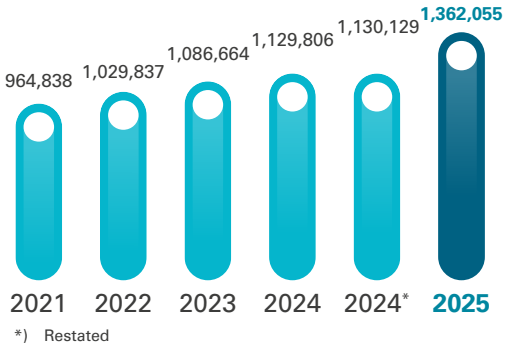
*) Restated

Financial Ratios (Bank Only)

In billion Rupiah, unless otherwise stated	2025	2024	YoY 2024-2025 (%)	2023	2022	2021
Capital						
Common Equity Tier 1 (CET1) Ratio	18,2	18,6	(0.4)	18,8	16,1	16,4
Tier 1 Ratio	19,4	20,0	(0.6)	20,3	17,5	17,7
Tier 2 Ratio	1,2	1,4	(0.2)	1,7	1,8	2,0
Minimum Capital Adequacy Ratio (KPMM)	20,7	21,4	(0.7)	22,0	19,3	19,7
Fixed Assets Against Capital	18,3	19,4	(1.1)	18,9	19,8	21,1
Assets Quality						
Distressed Earning Assets and Distressed Non-Earning Assets to Total Earning Assets and Non-Earning Assets	1,4	1,5	(0.1)	1,6	2,0	2,8
Distressed Earning Assets to Total Earning Assets	1,3	1,4	(0.1)	1,5	1,9	2,6
Gross NPL	1,9	2,0	(0.1)	2,1	2,8	3,7
Net NPL	0,7	0,7	0.0	0,6	0,5	0,7
Loan at Risk (LaR)	8,5	10,3	(1.8)	12,9	16,0	23,3
Allowance for Impairment Losses (CKPN) of Financial Assets to Earning Assets	3,1	3,9	(0.8)	5,2	6,0	6,5
CKPN Fulfillment for Earning Assets	2,7	3,7	(1.0)	4,7	5,4	5,9
CKPN Fulfillment for Non-Earning Assets	37,8	52,6	(14.8)	47,7	43,4	29,4

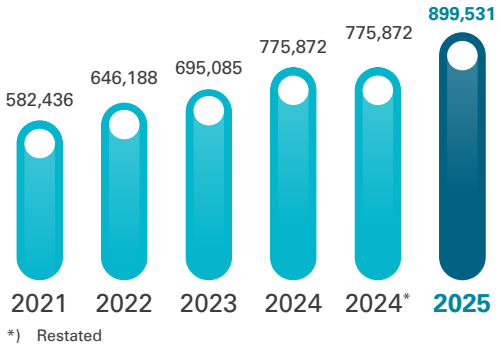
In billion Rupiah, unless otherwise stated	2025	2024	YoY 2024-2025 (%)	2023	2022	2021
NPL Coverage Ratio	205,5	255,8	(50.3)	319,0	278,3	233,4
LaR Coverage Ratio	46,9	48,8	(1.9)	52,7	48,8	37,0
Loans to Total Earning Assets	63,7	66,6	(2.9)	64,0	64,3	63,2
Core Debtor Loans to Total Loans	39,6	31,4	8.2	35,9	28,6	31,2
Foreclosed Collateral to Total Loans	0,2	0,2	0.0	0,2	0,2	0,3
Profitability						
Return on Assets (ROA)	2,1	2,5	(0.4)	2,6	2,5	1,4
Return on Equity (ROE) -Tier 1 Capital Based	14,0	15,8	(1.8)	16,8	16,4	10,4
Return on Equity (ROE) - Equity Based	12,7	14,2	(1.6)	15,2	14,9	9,4
Net Interest Margin (NIM)	3,8	4,2	(0.4)	4,6	4,8	4,7
Other Operating Income to Operating Income	37,3	35,1	1.7	32,4	31,3	29,9
Profit (Loss) to Total Assets	1,6	2,0	(0.4)	2,0	1,9	1,1
Profit (Loss) to Total Equity	12,1	13,4	(1.3)	14,2	14,1	8,9
Rasio Laba (Rugi) terhadap Pendapatan	82,4	81,6	0.8	82,3	81,6	87,5
Total Liabilities to Total Assets	87,1	85,4	1.7	86,1	86,8	87,3
Total Liabilities to Total Equity	677,8	585,9	91.9	618,6	657,0	687,9
Fee Based Income to Total Other Operating Income	76,7	72,4	4.3	74,2	79,8	84,0
Earnings per Share (EPS) (In Rupiah full amount)	537	576	(39)	561	983	585
Liquidity						
Loan to Deposit Ratio (LDR)	86,4	96,1	(9.7)	85,8	84,2	79,7
Liquid Assets to Total Assets Ratio	17,1	15,0	2.1	19,9	21,5	24,8
Total Liquid Assets to Short-Term Funding Ratio	21,6	20,1	1.5	25,6	27,6	31,3
Macroprudential Intermediation (RIM) Ratio	84,0	93,3	(9.3)	89,0	83,4	74,1
Current Account/Saving Account (CASA) Ratio	70,4	70,4	0.0	71,6	72,9	69,4
Cost of Fund (CoF) Ratio	2,7	2,7	0.0	2,2	1,5	1,6
Rasio Lancar						
Compliance						
Legal Lending Limit (LLL) Percentage						
• Related Party	Nihil	Nihil	-	Nihil	Nihil	Nihil
• Non Related Party	Nihil	Nihil	-	Nihil	Nihil	Nihil
Exceeding of Legal Lending Limit (LLL) Percentage						
• Related Party	Nihil	Nihil	-	Nihil	Nihil	Nihil
• Non Related Party	Nihil	Nihil	-	Nihil	Nihil	Nihil
Minimum Statutory Reserves (GWM)						
• Primary Rupiah GWM	6,4	6,5	(0.1)	9,5	11,9	7,7
• Foreign Currency GWM	4,0	4,0	0.0	4,0	4,0	4,0
Net Open Position (NOP)	1,1	0,9	0.2	1,7	1,6	0,9
Efficiency						
Operating Cost/Operating Income (BOPO)	72,9	70,0	2.9	68,4	68,6	81,2
Cost to Income Ratio (CIR)	46,5	44,6	1.9	42,9	42,6	43,3
Other Ratios						
Operating Income/Employee (IDR-million)	2,301	2,254	2.1	2,182	2,195	1,985
Number of Employees (full amount, unaudited)	2,078	2,112	(1.6)	2,122	2,149	2,183
Number of ATMs (full amount, unaudited)	13,391	13,388	0.0	13,390	16,125	16,385
Number of Employees (full amount, unaudited)	27,201	27,203	(0.0)	27,570	27,170	27,177

Total Assets
(IDR billion)



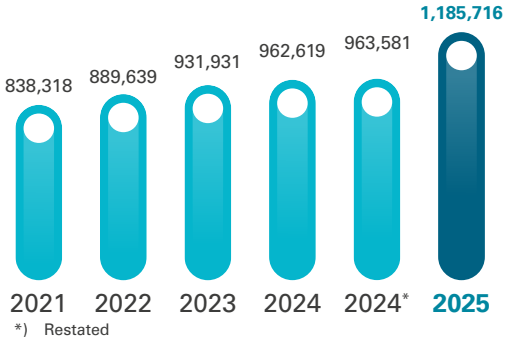
*) Restated

Loans Disbursed - Net
(IDR billion)



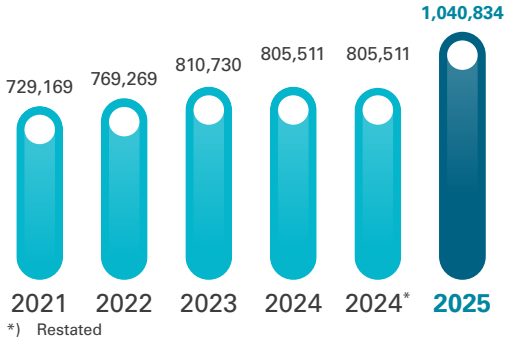
*) Restated

Total Liabilities
(IDR billion)



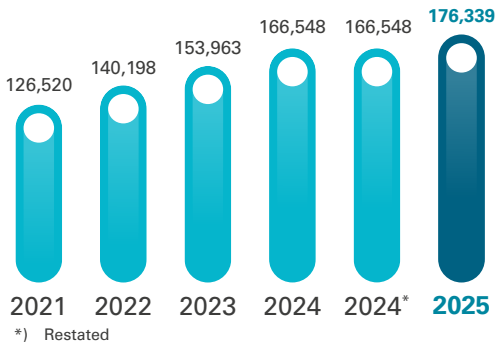
*) Restated

Customer Savings
(IDR billion)



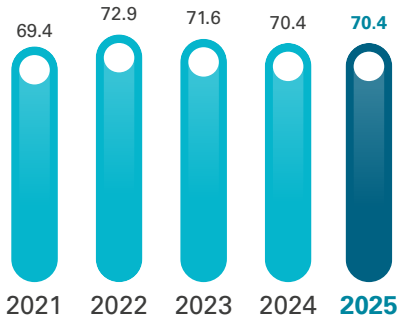
*) Restated

Total Equity
(IDR billion)

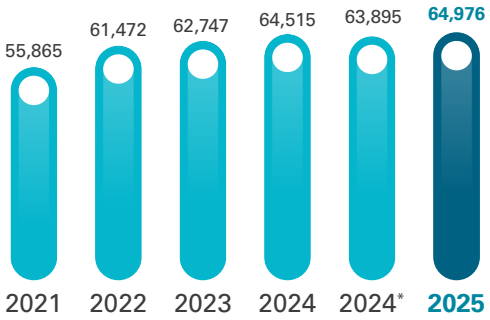


*) Restated

Current Account Saving Account (CASA) - Bank Only
(%)

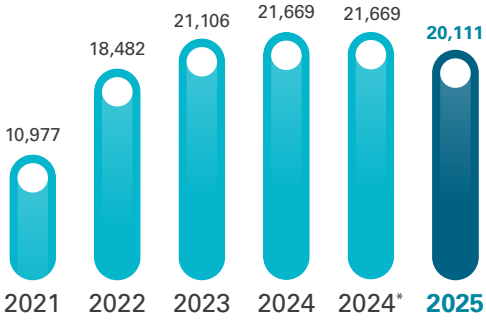


Operational Income
(IDR billion)



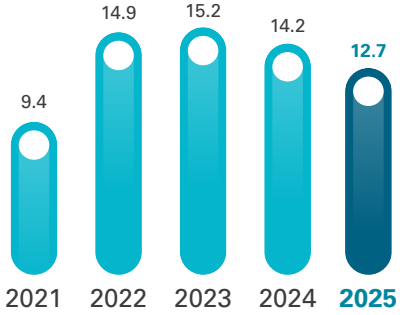
*) Restated

Net Income
(IDR billion)

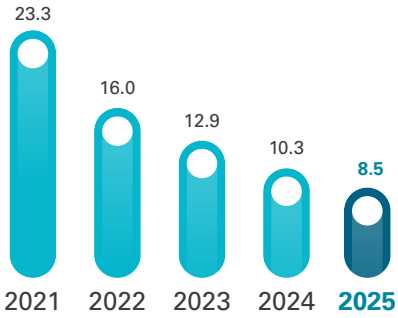


*) Restated

Return on Equity (ROE) - Bank Only
(Menggunakan rata-rata total ekuitas sebagai faktor penyebut)



Rasio Kredit Kualitas Rendah (KKR)/ *Loan at Risk* (LaR)
(IDR billion)

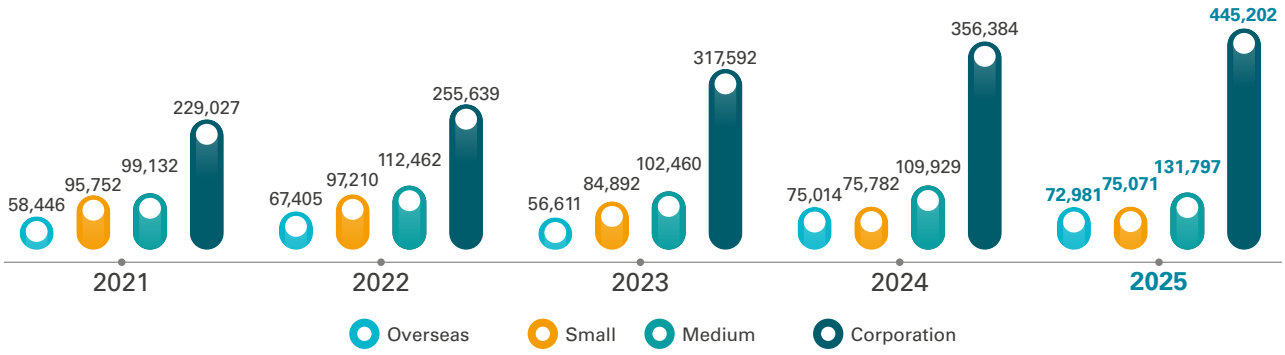


Business Performance Overview

Loans Disbursed in the Business Banking Segment

In billion Rupiah, unless otherwise stated

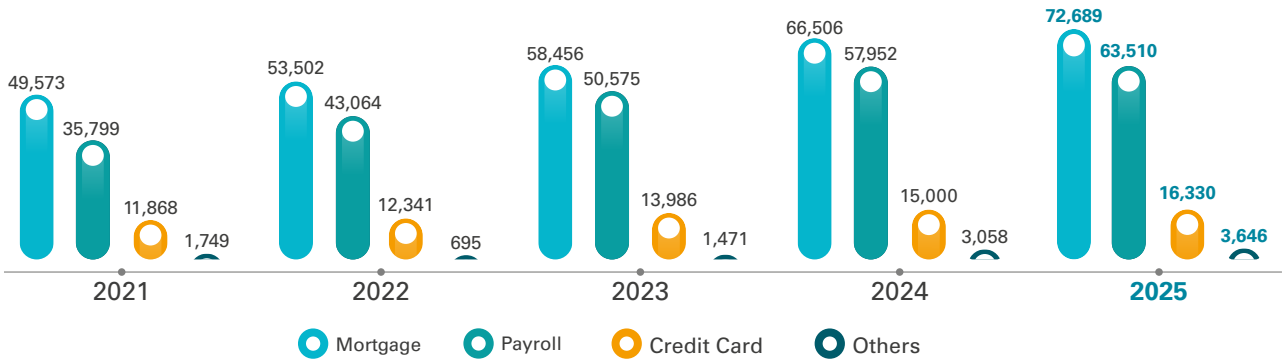
Description	2025	2024	YoY 2024-2025 (%)	2023	2022	2021
Corporation	445,202	356,384	24.9	317,592	255,639	229,027
Medium	131,797	109,929	19.9	102,460	112,462	99,132
Small	75,071	75,782	(0.9)	84,892	97,210	95,752
Overseas	72,981	75,014	(2.7)	56,611	67,405	58,446
Total	**725,051**	**617,109**	**17.5**	**561,555**	**532,716**	**482,357**



Loans Disbursed in the Consumer Segment

In billion Rupiah, unless otherwise stated

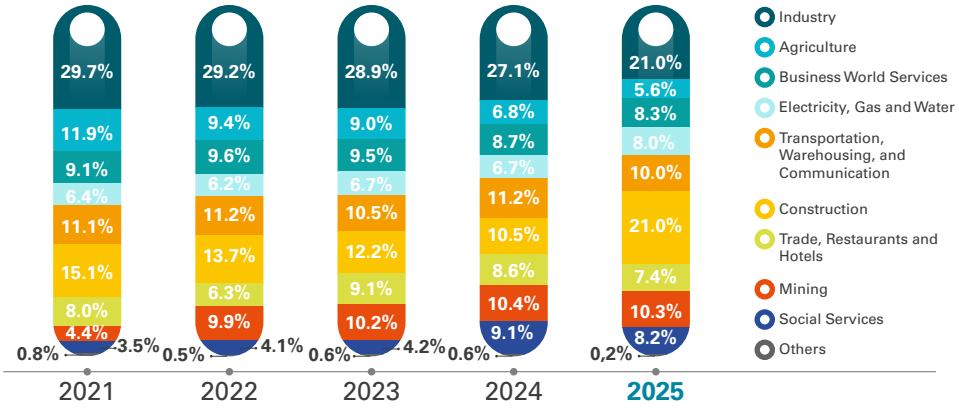
Description	2025	2024	YoY 2024-2025 (%)	2023	2022	2021
Mortgage	72,689	66,506	9.3	58,456	53,502	49,573
Payroll	63,510	57,952	9.6	50,575	43,064	35,799
Credit Card	16,330	15,000	8.9	13,986	12,341	11,868
Others	3,646	3,058	19.2	1,471	695	1,749
Total	**156,175**	**142,516**	**9.6**	**124,488**	**109,602**	**98,989**



Loans Disbursed in the Corporate Segments Including Overseas Based on Sector

In billion Rupiah, unless otherwise stated

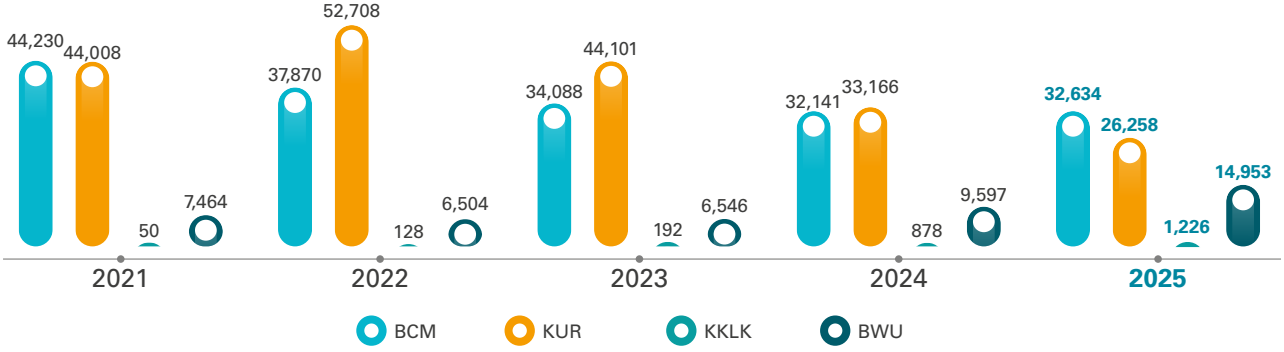
Description	2025		2024	2023	2023	2021
	Total Loan	Composition				
Industry	108,806	21.0	116,819	105,030	94,346	85,361
Agriculture	29,219	5.6	29,561	33,662	30,334	34,241
Business World Services	42,928	8.3	37,751	35,473	30,892	26,056
Electricity, Gas and Water	41,598	8.0	29,025	25,038	19,871	18,454
Transportation, Warehousing, and Communication	51,694	10.0	48,225	39,399	36,248	31,785
Construction	108,710	21.0	45,405	45,764	44,112	43,470
Trade, Restaurants and Hotels	38,116	7.4	37,143	34,139	20,313	23,094
Mining	53,514	10.3	45,933	38,233	31,912	12,524
Social Services	42,538	8.2	39,172	15,866	13,274	10,127
Others	1,072	0.2	2,538	2,325	1,742	2,361
Total	**518,195**	**100.0**	**431,572**	**374,930**	**323,044**	**287,473**



Loans Disbursed in the Small Business Banking Segment

In billion Rupiah, unless otherwise stated

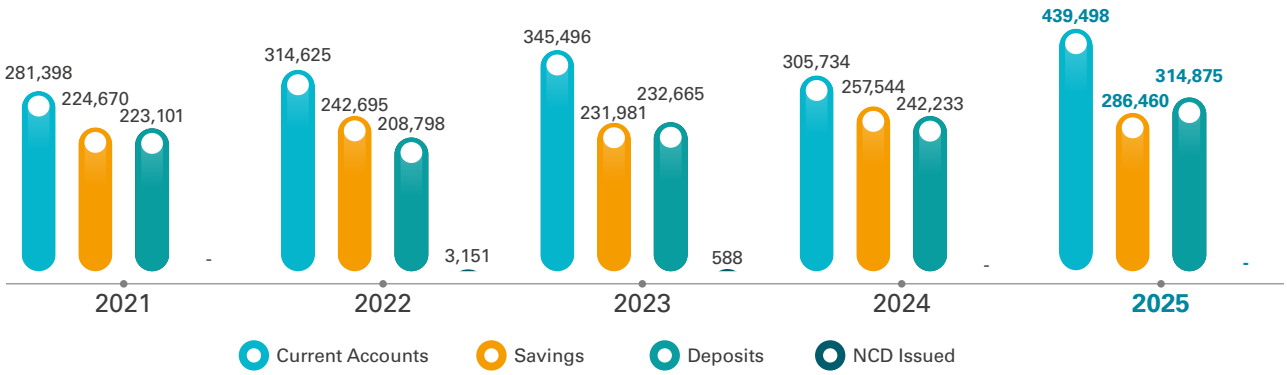
Description	2025	2024	YoY 2024-2025 (%)	2023	2022	2021
Branch Credit Management (BCM)	32,634	32,141	1.5	34,088	37,870	44,230
People's Business Loans (KUR)	26,258	33,166	(20.8)	44,101	52,708	44,008
Loans for Financial Institutions (KKLK)	1,226	878	39.6	192	128	50
BNI Entrepreneurs (BWU)	14,953	9,597	55.8	6,546	6,504	7,464
Total	**75,071**	**75,782**	**(0.9)**	**84,927**	**97,210**	**95,752**



Third Party funds Performance - Excluding Temporary Syirkah funds

In billion Rupiah, unless otherwise stated

Description	2025	2024	YoY 2024-2025 (%)	2023	2022	2021
Current Accounts	439,498	305,734	43.8	345,496	314,625	281,398
Savings	286,460	257,544	11.2	231,981	242,695	224,670
Deposits	314,875	242,233	30.0	232,665	208,798	223,101
NCD Issued	-	-	-	588	3,151	-
Total	**1,040,834**	**805,511**	**29.2**	**810,730**	**769,269**	**729,169**



Company Rating 2025

Company Rating	Rating
PEFINDO	
Corporate Rating	idAAA/Stable
Moody's	
Outlook	Stable
Foreign Long Term Bank Deposits	Baa2
Local Long Term Bank Deposits	Baa2
Baseline Credit Assessment	Baa3
Adjusted Baseline Credit Assessment	Baa3
Counterparty Risk Assessment	Baa2/P-2
Fitch Rating	
Long Term Foreign Currency	BBB/Stable
Long Term Local Currency	BBB/Stable
Short Term Foreign Currency	F2
Viability Rating	bbb-
National Long Term Rating	AAA/Stable
National Short Term Rating	F1+
S&P Global Ratings	
Outlook	Stable
Long Term Foreign Issuer Credit	BBB
Long Term Local Issuer Credit	BBB
Short Term Foreign Issuer Credit	A-2
Short Term Local Issuer Credit	A-2

Shares Overview

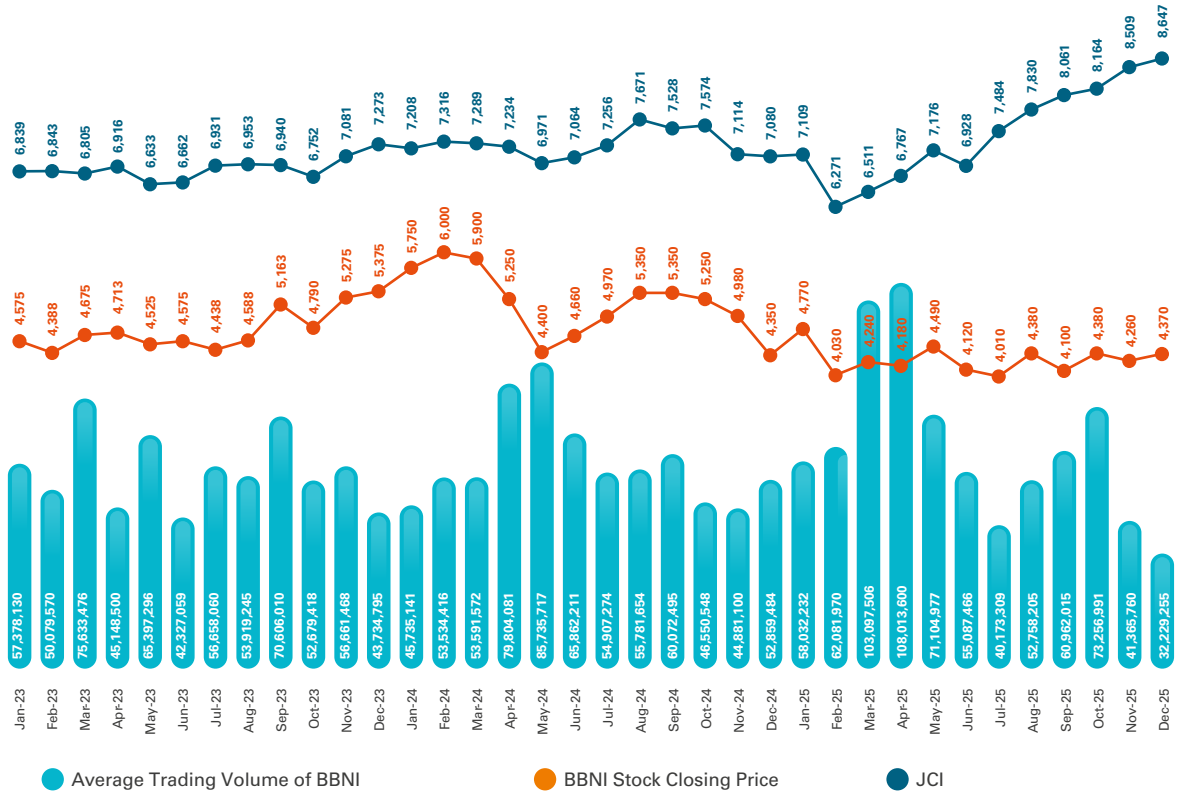
BNI has listed and traded its shares on the Indonesian Stock Exchange (formerly the Jakarta Stock Exchange and the Surabaya Stock Exchange) since November 25, 1996. This makes BNI the first state bank to become a public company.

BBNI Share Price Movement Information 2023–2025 on the Indonesia Stock Exchange

Period	Number of Shares (shares)*	Share Price (IDR/share)				Average Transaction Volume (shares)	Market Capitalization (IDR-million)
		Opening	Highest	Lowest	Closing		
2025							
Quarter I	37,297,312,916	4,360	4,880	3,630	4,240	74,191,455	158,140,607
Quarter II	37,297,312,916	3,680	4,580	3,610	4,120	77,030,914	153,664,929
Quarter III	37,297,312,916	4,120	4,600	3,930	4,100	50,927,383	152,918,983
Quarter IV	37,297,312,916	4,050	4,560	3,720	4,370	50,108,112	162,989,257
2024							
Quarter I	37,297,312,916	5,375	6,250	5,300	5,900	50,593,808	220,054,146
Quarter II	37,297,312,916	5,900	5,900	4,260	4,660	77,031,308	173,805,478
Quarter III	37,297,312,916	4,690	5,850	4,630	5,350	56,792,517	199,540,624
Quarter IV	37,297,312,916	5,375	5,750	4,260	4,350	47,945,400	162,243,311
2023							
Quarter I	18,648,656,458	9,226	9,750	8,426	9,350	30,634,893	174,364,938
Quarter II	18,648,656,458	9,350	9,600	8,650	9,150	26,201,752	170,635,207
Quarter III	18,648,656,458	9,200	10,426	8,626	10,326	30,092,781	192,566,027
Quarter IV*	37,297,312,916	5,163	5,425	4,720	5,375	51,372,390	200,473,051

* On October 6 2023, BNI has effectively implemented a stock split with a split ratio of 1:2 (1 share becomes 2 shares), The Stock Split did not cause a change in the value of share ownership by investors because the number of BNI outstanding shares increased to 2 times followed by the share price adjusting 0,5 times from the previous price, So, since the effective date, BNI shares were trading at the new price.

Comparison of BBNI Share Prices with the LQ45 Index and the JCI Over the 2023–2025 Period



COMPANY STOCK PERFORMANCE HIGHLIGHTS

In the first quarter of 2025, the Indonesian capital market experienced heightened volatility amid ongoing global uncertainty. Negative sentiment was driven by the escalation of the United States trade war, as well as domestic macroeconomic indicators that remained below investor expectations. These conditions posed pressure on BBNI's share price, particularly amid foreign investor sell-offs as part of a shift toward safe-haven assets.

A positive catalyst emerged from the market's response to the resolutions of the 2025 Annual General Meeting of Shareholders regarding the distribution of dividends for the 2024 financial year. BNI approved a Dividend Payout Ratio of 65% of total net profit for the 2024 financial year. This ratio represented the highest payout ratio in the Company's history, reflecting BNI's gradual increase in its Dividend Payout Ratio since the 2021 financial year (Financial Year 2021: 25%, Financial Year 2022: 40%, Financial Year 2023: 50%). The total dividend distributed amounted to IDR13.95 trillion, or IDR374.06 per share. This achievement reflected a positive investor response to BNI's solid financial fundamentals, the sustainability of its digital transformation, and the consistency of its business growth strategy.

Entering the second quarter of 2025, market volatility persisted, resulting in continued pressure on BBNI's share price. This was primarily attributable to the announcement of reciprocal tariff implementations by the United States toward all of its trading partners, which prompted investors to engage in sell-offs. Uncertainty was further exacerbated by global sentiment stemming from geopolitical tensions between Iran and Israel, as well as weakening domestic purchasing power, which caused Indonesia's Manufacturing PMI to contract below the 50 level.

In the third quarter of 2025, the IHSG and LQ45 indices recorded quarter-on-quarter increases of 16.4% and 2.8%, respectively. The growth of these indices was mainly driven by stocks in the energy and telecommunications sectors. On the other hand, foreign capital outflows amounted to IDR1.2 trillion, exerting pressure on large-cap banking stocks. In this context, BBNI shares remained resilient, recording a relatively limited decline of -0.5% QoQ.

In the fourth quarter of 2025, BBNI shares experienced a recovery, supported by positive market responses to BNI's management strategy to accelerate credit growth in November 2025, underpinned by strong liquidity and robust capital adequacy. Based on market consensus, equity analysts set BBNI's target price in the range of IDR5,168 per share. Compared with the year-end closing price of IDR4,370 per share at the end of 2025, this implies an upside potential of 18.3%, reflecting investor confidence in BBNI's long-term prospects.

Overall, 2025 marked an important momentum for BNI to strengthen its business fundamentals while supporting the Government's priority agendas in infrastructure, energy, food security, downstream industrial development, MSME empowerment, and housing. Market optimism was further supported by BNI's commitment to continuing its digital transformation, expanding international services, and strengthening sustainable finance initiatives. These factors are expected to serve as positive catalysts in maintaining investor confidence in BBNI shares going forward.

CORPORATE ACTIONS

During the 2025 financial year, BNI did not undertake any corporate actions that resulted in changes to its shares, including stock splits, reverse stock splits, bonus share issuances, changes in the nominal value of shares, the issuance of convertible securities, or any increase or decrease in capital.

SUSPENSION OF STOCK TRADING (SUSPENSION) AND/OR DELISTING OF STOCK

Throughout the 2025 finacial year, no sanction of stock trading suspension was imposed on BNI, nor were the bank's shares delisted from the Stock Exchange.

Bonds, Sukuk and/or Convertible Bonds Overview

List of Outstanding Bonds for the Year 2025

Bond Name	Issue Date	Effective Date	Tenor	Currency	Value
Environmentally Friendly Bonds (Green Bond) I Series B	June 21, 2022	June 21, 2022	5 years	US Dollar	Rp1,000,000,000,000
BNI Additional Tier I Capital Bond 2021	September 24, 2021	September 24, 2021	Perpetual, Non Callable 5.5 tahun	US Dollar	USD600,000,000
Tier 2 Subordinated Notes	March 30, 2021	March 30, 2021	5 years	US Dollar	USD500,000,000
Global Bond BNI 2024	April 05, 2024	April 05, 2024	5 years	US Dollar	USD500,000,000
Long Term Notes (LTN) BP Tapera	February 07, 2025	February 07, 2025	12.75 years	Rupiah	Rp14,036,333,250
Sustainability Bond I BNI 2025 Series A	July 04, 2025	July 04, 2025	3 years	Rupiah	Rp3,500,000,000,000
Sustainability Bond I BNI 2025 Series B	July 04, 2025	July 04, 2025	5 years	Rupiah	Rp1,500,000,000,000

	Bid Price	Maturity Date	Interest Rate	Rating	Listing Exchange	Trustee	Status
	100.00	June 21, 2027	6.85%	idAAA (Pefindo)	Indonesia Stock Exchange (IDX)	PT Bank Mandiri (Persero) Tbk	Active/ Not Yet Due
	100.00	Perpetual. Opsi first call pertama pada 24 March 2027	4.3%	Ba3 (Moodys)	SGX Listing	HSBC Corp Ltd.	Active/ Not Yet Due
	100.00	March 30, 2026	3.75%	Ba2 (Moodys) BB+ (Fitch Rating)	SGX Listing	HSBC Corp Ltd.	Active/ Not Yet Due
	100.00	April 05, 2029	5.28%	BBB (S&P) and BBB- (Fitch Rating)	SGX Listing	HSBC Corp Ltd.	Active/ Not Yet Due
	100.00	November 07, 2037	0.55%	(Mengikuti rating corporate)	Private Placement (tanpa penawaran umum	-	Active/ Not Yet Due
	100.00	July 04, 2028	6.60%	idAAA (Pefindo)	Indonesia Stock Exchange (IDX)	PT Bank Rakyat Indonesia (Persero) Tbk	Active/ Not Yet Due
	100.00	July 04, 2030	6.65%	idAAA (Pefindo)	Indonesia Stock Exchange (IDX)	PT Bank Rakyat Indonesia (Persero) Tbk	Active/ Not Yet Due

Other Funding Sources

Global Certificate of Deposit (CD) Issued in 2025

NCD Name	Issue Date	Effective Date	Tenor	Value (USD)	Maturity Date	Discount Rate	Status
BBNIJ 0 11/21/2025	November 22, 2024	December 02, 2024	354 Days (1Y)	50,000,000	November 21, 2024	4.92%	Mature

Global Certificate of Deposit (CD) Paid in 2025

NCD Name	Issue Date	Effective Date	Tenor	Value (USD)	Maturity Date	Discount Rate	Status
Credit Agricole CIB	December 02, 2024	December 02, 2024	354 days	50,000,000	November 21, 2024		4.92%

BNI Senior Notes Issued in 2025

NCD Name	Issue Date	Effective Date	Tenor	Value (USD)	Maturity Date	Discount Rate	Status
Long Term Notes (LTN) BP Tapera	February 07, 2025	February 07, 2025	12.75 years	14,036,333,250	November 07, 2037	0.55%	Not yet Due
Obligasi Berlandaskan Keberlanjutan (*Sustainability Bond*) Berkelanjutan I BNI 2025 Seri A	July 04, 2025	July 04 2025	3 years	3,500,000,000,000	July 04, 2028	6.60%	Not yet Due
Obligasi Berlandaskan Keberlanjutan (*Sustainability Bond*) Berkelanjutan I BNI 2025 Seri B	July 04, 2025	July 04, 2025	5 years	1,500,000,000,000	July 04, 2030	6.65%	Not yet Due

Company Rating in 2025

Rating Agency	Rating
PEFINDO	
Corporate Rating	idAAA/Stable
Moody's	
Outlook	Stable
Foreign Long Term Bank Deposits	Baa2
Local Long Term Bank Deposits	Baa2
Baseline Credit Assessment	Baa3
Adjusted Baseline Credit Assessment	Baa3
Counterparty Risk Assessment	Baa2/P-2
Fitch Rating	
Long Term Foreign Currency	BBB/Stable
Long Term Local Currency	BBB/Stable
Short Term Foreign Currency	F2
Viability Rating	bbb-
National Long Term Rating	AAA/Stable
National Short Term Rating	F1+
S&P Global Ratings	
Outlook	Stable
Long Term Foreign Issuer Credit	BBB
Long Term Local Issuer Credit	BBB
Short Term Foreign Issuer Credit	A-2
Short Term Local Issuer Credit	A-2

Event Highlights 2025

January

15 January



BNIdirect Appreciation Night 2024
As a token of appreciation for 37 corporate and institutional customers who have become strategic partners in the banking digital transformation journey, the ceremony was witnessed by the Minister of State-Owned Enterprises (SOEs) Erick Thohir and the Minister of Investment and Downstream Development Rosan Roeslani. This award ceremony emphasized the important role of customers in supporting an increasingly innovative and competitive financial ecosystem.

February

3 – 10 February



BNI Chinese New Year Customer Gathering
The BNI Chinese New Year Customer Gathering is a form of BNI's appreciation for its loyal customers and an effort to bring the Chinese community closer to BNI, especially those celebrating Chinese New Year. The 2025 Chinese New Year Customer Gathering was held in3 (three) cities: Jakarta, Medan, and Surabaya, inviting customers/debtors managed by Corporate Banking & International, Enterprise Banking, Commercial Banking, and Retail (BNI Emerald, Private & Credit Card).

21 February



Fraud Banking Workshop 2025: "Reflection on Fraud Cases in 2024 and Fraud Mitigation in 2025: Cybercrime and Cybersecurity Mitigation: The Impact of Implementing POJK 12/2024 Concerning Anti-Fraud Strategies and Operational Risks for PJP/PIP."
Infobank Institute invited AFR to be a resource person at the 2025 Fraud Banking Workshop at the Truntum Hotel, Kuta, Bali.

AFR presented on the implementation of Anti-Fraud Strategies based on POJK 12/2024, including types of fraudulent acts, Know Your Employee (Know Your Employee) and Anti-Fraud Strategy policies.

21 February



Commemorating National Waste Awareness Day (HPSN)
To commemorate National Waste Awareness Day (HPSN), BNI collaborated with Bank Sampah Bersinar (BNI Agen46) to hold a waste management education event in Terusan Bojongsoang.

27 February



Danantara Investor Daily Roundtable
This event, a strategic collaboration between BNI and B-Universe, featured an in-depth discussion on investment opportunities and the direction of economic transformation in Indonesia. The keynote speakers were Dony Oskaria, Danantara's Chief Operating Officer, and Pandu Patria Sjahrir, Danantara's Chief Investment Officer, who shared insights on investment trends and strategies for navigating global economic dynamics.

28 February



Signing of a Cooperation Agreement to Expand Agen46 Services between BNI and PT Arranet Teknologi Indonesia
This collaboration impacts the entire network of PT Arranet Teknologi Indonesia, acting as a partner of BNI Agen46.

March

14 March



Signing of a Memorandum of Understanding between the Indonesian Ministry of Cooperatives and BNI

Held at the Sidomulyo Farmers Group Association (Gapoktan), Sidomulyo Village, Sleman Regency, Yogyakarta Special Region, and attended by the Deputy Minister of Cooperatives, his staff, and the Deputy President Director of BNI. This event is part of the program to develop the Gapoktan institution into a Cooperative and to develop the cooperative into a Koperasi Desa Merah Putih.

21 March



Launching Wealth Management Services in Singapore

The launch of BNI Emerald Singapore marks a significant step forward for BNI in providing wealth management services to its customers worldwide. By partnering with renowned investment partners such as Schroders & Fullerton, BNI further strengthens its role as a growing financial institution on the global stage.

April

16 April



Rejeki wondr BNI Launch

BNI is once again presenting the Rejeki wondr BNI Lottery program as a token of appreciation to loyal customers and to attract new customers. The program runs from April 2025 to January 31, 2026. BNI is offering prizes such as two Mercedes-Benz New E300s, 14 Chery J6s, 20 Honda HR-Vs, 170 Honda Beats, as well as hundreds of smartphones and other attractive prizes. Customers can collect raffle coupons during the program period through banking activities such as opening an account, activating wondr, increasing their savings balance, and making financial transactions through the Wondr by BNI app. This program is also part of BNI's strategy to enhance the customer digital experience through the wondr app. In addition to simplifying banking access, wondr by BNI also encourages an increase in the number of users, transaction volume, and the growth of third-party funds from savings products.

May

24 May



BNI Private Re-Launch: With a New Look, Embracing Success Between HNWI Generations

BNI Private has a new look, offering wealth management and an exclusive value proposition for private customers. The launch of BNI Private's new look was also announced at the Tatler Indonesia Relaunch Gala.

At the event, BNI Private also introduced two exclusive cards:

- The BNI Private Debit Card, the first Debit Mastercard World Elite in Indonesia with a futuristic metal design.
- The BNI Visa Infinite Private metal credit card offers a variety of global privileges.

27 May



Latest Update in Indonesia's Investment Landscape

The "Latest Update in Indonesia's Investment Landscape" event was held at the BNI Hong Kong Gallery as a forum for strategic discussions on the latest developments in the investment world in Indonesia.

The event was attended by several prominent figures, including Mr. Mirza Adityaswara, Vice Chairman of the Board of Commissioners of the Financial Services Authority (OJK), Mr. Yul Edison, Consul General of the Republic of Indonesia to Hong Kong and Macau, Mr. Agung Prabowo, Corporate Banking Director at BNI, and Mr. Rudy Tandjung, President Commissioner of BNI Sekuritas.

This forum aims to provide investors and banking partners with the latest insights regarding investment opportunities and dynamics in Indonesia, while also strengthening market confidence in the national economic outlook. By partnering with the Indonesian Consulate General in Hong Kong, investors, and counterparty banks, this activity serves as an important collaborative platform to expand business networks and open up opportunities for strategic cooperation in the financial and investment sectors.

30 May - 1 June



BNI Java Jazz Festival 2025

As part of BNI's support for the International BNI Java Jazz Festival 2025, BNI prepared a series of attractive promotions during Southeast Asia's largest music festival. Customers could gain various benefits by becoming BNI customers and activating and transacting using wondr by BNI. The BNI Java Jazz Festival targets a highly relevant audience for BNI's customer segment, including young people who enjoy jazz music with friends and family. This momentum presents a strategic opportunity to accelerate new customer acquisition and increase transactions through various creative touchpoints throughout the event. Through this event, BNI also invites the public to experience the convenience and benefits of digital transactions with wondr by BNI, amidst the joyful atmosphere of a music festival.

June

12 June



Issuance of BNI's Sustainability Bond I 2025 amounting to IDR5 trillion

Held at Grha BNI, 25th floor, BNI announced its plan to issue Sustainability Bond I Phase I Year 2025 with a maximum value of IDR 5 trillion. The issuance forms part of BNI's Sustainable Public Offering (Penawaran Umum Berkelanjutan/PUB), with a total fundraising target of up to IDR15 trillion. The bonds will be issued in two series: Series A with a three-year tenor and Series B with a five-year tenor, featuring quarterly interest payments and principal repayment in a bullet payment at maturity. Proceeds from the issuance will be allocated to financing projects that meet the criteria for environmentally sustainable business activities (Kegiatan Usaha Berwawasan Lingkungan/KUBL) and socially sustainable business activities (Kegiatan Usaha Berwawasan Sosial/KUBS).

July

21 July



Launch of Koperasi Desa Merah Putih

PT Bank Negara Indonesia (Persero) Tbk (BNI) reaffirmed its commitment to supporting the Koperasi Desa/Kelurahan Merah Putih Program, officially launched by the President of the Republic of Indonesia, Prabowo Subianto, in Bentangan Village, Klaten. As part of Himbara, BNI plays an active role in managing 22 pilot cooperatives through the provision of digital financial services, institutional strengthening, and financing support. The program is expected to serve as a key pillar in advancing people-centered economic sovereignty based on mutual cooperation (gotong royong) and accelerating the sustainable and equitable development of village communities.

August

8 August



Consumer Education and Protection for New Students at the University of Indonesia

The Consumer Protection Education socialization was held at the 2025 UI PKKMB event. This was a crucial opportunity to strengthen engagement and provide financial education and consumer protection to new students at the University of Indonesia. BNI, as a resource person, presented material on the dangers of online loans and how to protect yourself from fraudulent schemes.

15 August



BNIdirect bisnis Launching Event

BNIdirect bisnis was officially launched at the BNI wondrX 2025 event at ICE BSD, Tangerang. This new digital platform is specifically designed to address the needs of Micro, Small, and Medium Enterprises (MSMEs) in managing their finances more simply, quickly, efficiently, and in an integrated manner. With the tagline #BisnisGakRibet, BNIdirect bisnis makes it easier for MSMEs to access digital banking services tailored to their needs. Featured features such as real-time financial recaps, instant transfers, and single-user payments are designed to allow transactions to be conducted anytime and anywhere, ensuring business operations continue to run smoothly.

15-17 August



BNI wondrX 2025

Bringing an experience-based concept with the theme "More Than Just an Expo," BNI wondrX 2025, held from August 15th to 17th, 2025, featured various digital innovations, exclusive offers, and cross-industry collaborations to provide a unique experience for visitors. BNI wondrX was designed to connect customers with more than 300 of BNI's strategic partners across fashion, sports/hobby apparel, beauty, and culinary industries. Visitors could enjoy a variety of digital banking transaction services through wondr by BNI, promotions for debit, credit, and QRIS cards, interest rate promotions for Griya, OTO, and Fleksi, as well as premium customer service for Emerald BNI. The event also announced the winners of the first phase of the Rejeki wondr BNI lottery program, with prizes including a Mercedes-Benz New E300, 7 Chery J6s, 10 Honda HR-Vs, 85 Honda Beats, hundreds of smartphones, and other attractive prizes. There is still a second stage of the draw for customers to have the opportunity to win attractive prizes by making more transactions using debit cards and wondr by BNI.

15-17 August



BNI wondrX 2025

The RR unit participated in BNI wondrX 2025 by setting up a booth with the flagship theme "BNI Lelang Gunan." This participation in the event served as a marketing effort for the RR unit's credit collateral.

17 August



Local Event Merdeka Bertransaksi at BNI Agen46 Koperasi Desa Merah Putih

PT Bank Negara Indonesia (Persero) Tbk (BNI), through BNI Agen46, organized an activity themed "BNI Agen46 Merdeka Bertransaksi" to celebrate the 80th Anniversary of the Independence of the Republic of Indonesia on 17 August 2025. The program was carried out in collaboration with 17 Merah Putih Village/Sub-district Cooperatives (Koperasi Desa/Kelurahan Merah Putih – KDKMP) across Indonesia, including KDKMP Bukit Duri. The event was combined with traditional Independence Day competitions involving community members of various age groups and served as a platform to educate the public on inclusive banking services, such as Laku Pandai, digital financial services, and electronic payment solutions without the need to visit a bank branch. Through this collaboration, BNI Agen46 contributes to expanding access to financial services and enhancing public financial literacy, in line with the spirit of togetherness

17 August



Wondr Everywhere – Beijing Edition

The Wondr Everywhere – Beijing Edition event was held on August 17, 2025, at the Indonesian Embassy in Beijing to enthusiastically commemorate the 80th Anniversary of the Republic of Indonesia's Independence Day. This event was a special moment for the Indonesian community in China to celebrate their national spirit while introducing innovative modern financial services.

The commemoration was attended by officials from the Indonesian Embassy in Beijing, the entire Indonesian diaspora in Beijing, and the local Chinese community, who enlivened the festivities. This cross-community presence strengthened cultural and business ties between Indonesia and China in a warm atmosphere of togetherness.

BNI Hong Kong actively participated by holding promotions and marketing activities for the Wondr app and Multicurrency Card, providing opportunities for the diaspora and local partners to experience the convenience of BNI's innovative and practical digital banking services. This strategic participation not only strengthened ties with the diaspora community but also opened up marketing opportunities for BNI's flagship retail products to the Indonesian diaspora in China.

17 August - 28 September



Wondr ITB Ultra Marathon 2025

The Wondr ITB Ultra Marathon is an annual long-distance running event spanning 180 km between Jakarta and Bandung, with 3,900 participants. Attending were Mr. Brian Yuliarto (Minister of Higher Education, Science, and Technology), Mr. Muhammad Farhan (Mayor of Bandung), Mr. Tatacipta Dirgantara (Rector of ITB), Ms. Vera Febyanthy (Independent Commissioner of BNI), and Mr. Eko Setyo Nugroho (Institutional Banking Director at BNI).

This event was initiated by the Bandung Institute of Technology (ITB) in collaboration with the Solidarity Forever Foundation to strengthen alumni ties and raise funds for the ITB Sustainable Fund. Beyond running, the Community Run also fostered a sense of togetherness. Runners collaborated with fellow students with disabilities to run and walk together. This event embodied a spirit of inclusivity and solidarity that transcended mere sport.

September

11 September



Strengthening Strategic Partnership, Unlocking New Economic Opportunities of Indonesia - South Korea

- The Business Forum was jointly held by BNI, the Indonesian Embassy in Seoul, the Indonesia Investment Promotion Center (IIPC) in Seoul, the Indonesia Trade Promotion Center (ITPC) in Busan, and the Darjeeling Metropolitan City Government on September 11, 2025.
- This annual event aims to strengthen bilateral cooperation between the two countries in the business and economic sectors. At the business forum, BNI Seoul's General Manager, Edy Pramono, presented BNI's Korea Desk, which assists Korean businesses in investing and trading in Indonesia.

16 September



Compliance Forum: Decision-Making Based on Business Judgment Rule Principles in the Context of Good Corporate Governance and Anti-Corruption

BNI, in collaboration with the Corruption Eradication Commission (KPK), organized a Compliance Forum themed "Decision-Making Based on the Business Judgment Rule in Support of Good Corporate Governance and Anti-Corruption." The forum featured opening remarks by Putrama Wahju Setiawan, President Director of BNI, and Johanis Tanak, Commissioner of the KPK, who also served as keynote speakers. The event brought together members of the Board of Commissioners and the Board of Directors, SEVPs, Commissioners and Directors of Subsidiaries, Senior Leaders, Integrity Development Experts (API), Anti-Corruption Counselors (PAKSI), and the entire BNI Hi-Movers community.

The forum was held on Tuesday, 16 September 2025, in a hybrid format, taking place at the Grha BNI Ballroom and broadcast live via the BNU Corpu TV YouTube channel.

27 September



Housing Credit Program Socialization in Banten

The Housing Credit Program Socialization in Banten is a strategic opportunity to strengthen support for housing finance for the community. The event was attended by the Minister of Housing and Settlement Areas (PKP), the President Director of BNI, and his staff, demonstrating the synergy between the government and banks in promoting access to affordable home ownership. This socialization is expected to increase public understanding of the housing credit program and strengthen BNI's role in supporting the national housing program on a sustainable basis.

29 September



Mass Loan Agreement for 26,000 Low-Income Communities (MBR)

The key handover ceremony served as concrete evidence of the accelerated implementation of the public housing program. The event, attended by the President of the Republic of Indonesia and the Board of Directors of BNI, emphasized BNI's active role in supporting government policies to provide decent and affordable housing. This event not only marked the beginning of home ownership for tens of thousands of families but also strengthened the strategic collaboration between the government and banks in improving public welfare.

29 September



Mass Loan Agreement for the FLPP Sejahtera Housing Program

Held in Cileungsi, Bekasi, the event was attended by the President of the Republic of Indonesia, Mr. Prabowo Subianto. Sejahtera Housing is housing provided for low-income communities.

October

15 October



IDX Channel Anugerah Inovasi Indonesia 2025

BNI received an award in the Best Category for Developing Sustainable Financial Innovation through the Preparation of the 2025 Sustainability Bond (From a Subsidiary of the Indonesia Stock Exchange).

21 October



Mass Contract for People's Business Credit (KUR) and Housing Program Credit

Held in Surabaya and attended by the Coordinating Minister for Economic Affairs, the Minister of MSMEs, the Deputy Minister of MSMEs, the Minister of Public Works and Public Housing (PUPR), the Deputy Minister of KP2MI, and the Director of INS1. This event served as a form of financial support for MSMEs.

23-26 October



Wondr Jakarta Running Fest 2025

Wondr Jakarta Running Fest 2025 is an annual running event held at Istora Senayan, Jakarta, featuring various running categories, including 5K, 10K, half marathon, and marathon. The Card Business Division is participating by offering a 0% installment program for ticket purchases, cashback of up to 200,000 Rupiah, BNI Rewards Points for in-event transactions, and a BNI Credit Card acquisition program.

November

16 November



BNI DPLK Financial Planning Outreach and Literacy for MSMEs Assisted by the Yogyakarta Regional Government

Aglonema Nusantara Association, Sleman

In conjunction with Financial Inclusion Month (BIK) 2025 and the implementation of Environmental, Social, and Governance (ESG) principles, DPLK BNI, through its 2025 Sustainable Finance Action Plan (RAKB), is conducting financial literacy and inclusion activities for MSMEs, which are crucial for supporting sustainable economic development. These activities aim to provide an in-depth understanding of prudent financial management, strengthen business capacity, and encourage the application of ESG principles in community economic activities.

December

4 December



Gala Premiere of the Film TIMUR

TIMUR as a manifestation of its commitment to elevating Indonesian talent to the international stage while strengthening the national film industry. The event also marked the launch of a special edition TIMUR TapCash card and was held on 4 December 2025 at Epicentrum XXI, Kuningan, Jakarta. The gala was attended by Iko Uwais (lead actor and director of TIMUR), Nagita Slavina (Executive Producer), the President Director and Vice President Director of BNI along with the management team, as well as the cast, filmmakers, and prominent public figures.

5 December



wondr BrightUp Cup 2025

An exhibition match held to honor badminton athletes, featuring badminton legends and other athletes, concluded with performances by Silet Open Up and Juicy Luicy, who successfully enlivened the Senayan Jakarta basketball hall.

20 December



Mass Signing of FLPP Mortgage (KPR) Agreements for 50,030 Units

Held as a hybrid program and centered at the Pondok Banten Indah Housing Complex in Serang, Banten. The event was attended by President of the Republic of Indonesia Prabowo Subianto, Coordinating Minister for Infrastructure and Regional Development Agus Harimurti Yudhoyono, Minister of Housing and Settlement Maruarar Sirait, Commissioner of BP Tapera, and President Director of BNI Putrama Wahju Setyawan and his management team.

23 December



Signing of the Cooperation Agreement

The distribution of 17,356 FLPP mortgage units in 2026, marked by the signing of a cooperation agreement with the Ministry of Housing and Settlement Areas and BP Tapera on December 23, 2025, witnessed by Maruarar Sirait, Minister of Housing and Settlement Areas, and Heru Pudy Nugroho, Commissioner of BP Tapera, and attended by Rian Erriane Kaslan, Network & Retail Funding Director at BNI

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Report of the Board of Commissioners

Throughout 2025, the Board of Commissioners reinforced its oversight of the development and execution of BNI's strategies and policies, navigating the increasingly complex dynamics of both the global and domestic economy.

ESTEEMED SHAREHOLDERS AND STAKEHOLDERS,

With deep gratitude, on behalf of the Board of Commissioners, we extend our sincere appreciation for the resilience and accomplishments of PT Bank Negara Indonesia (Persero) Tbk throughout 2025. This year presented a complex economic and industry landscape, requiring agile strategic responses, visionary leadership, and robust organizational resilience.

In response to these conditions, the Board of Commissioners rigorously executed its supervisory role while providing independent and objective strategic guidance to the Board of Directors. We ensured that all policies and strategic initiatives remained fully aligned with the Articles of Association, the Bank Business Plan (RBB), and applicable laws and regulations. In fulfilling these responsibilities, the Board of Commissioners maintained clear boundaries by abstaining from operational decision-making, thereby preserving the effectiveness and credibility of its oversight.

Through this report, the Board of Commissioners provides its assessment of the Board of Directors' performance in 2025, evaluates the effectiveness of business strategy execution, reviews the outlook of planned initiatives, and examines the consistency in upholding Good Corporate Governance (GCG) principles. This underscores our commitment to positioning BNI as a resilient, adaptive, and highly competitive financial institution, both domestically and globally.

GLOBAL AND NATIONAL MACROECONOMIC CONDITIONS AND THE BANKING INDUSTRY IN 2025

Global economic conditions in 2025 continued to be marked by elevated uncertainty, shaped by complex geopolitical developments and evolving economic policy directions. Reciprocal tariffs imposed by the United States on its trading partners further influenced the trajectory of global growth. The International Monetary Fund (IMF) projected global economic expansion of 3.2% year-on-year (YoY) for 2025, slightly below the 3.3% YoY recorded in the prior year and under the pre-pandemic average growth of 3.4%.

An increasingly prevalent global economic challenge has been the divergence in economic growth trajectories. Economic slowdown trends were evident in major economies such as the United States, driven by labor market uncertainty following the longest government shutdown in US history and the impact of reciprocal tariff implementation. China, which contributes approximately 20% to the global economy, also showed signs of moderation due to subdued domestic consumption. In contrast,



Omar Sjawaldy Anwar
President Commissioner/Independent Commissioner

economic growth trends in several European countries, including Germany and Italy, began to improve after experiencing sharp slowdowns or economic contraction in previous periods.

Uncertainty stemming from reciprocal tariff policies, combined with temporary inflationary pressures, prompted the US Federal Reserve (the Fed) to delay the initiation of its policy rate easing cycle in 2025. The reduction in the Federal Funds Rate (FFR) commenced in September 2025 and was followed by further rate cuts in October and December.

Domestically, Indonesia's economy demonstrated resilience, achieving 5% YoY growth through the third quarter of 2025. Nevertheless, the recovery in consumption remained uneven, reflecting a K-shaped trajectory. This was evident in the consumption of proxy products for the lower-to-middle income segments, which remained relatively stagnant at around 4% YoY, in contrast to leisure-related consumption activities, which grew at approximately 6% YoY. This pattern aligned with the stronger performance of the tertiary sector, which consistently outpaced the primary sector in average growth throughout 2025.

The uneven domestic economic recovery influenced the performance of the banking sector. Credit growth moderated to 7.7% YoY (compared with 9.7% YoY in December 2024), with investment loans, consumer loans, and working capital loans growing by 18% YoY, 7% YoY, and 2% YoY, respectively, as of November 2025. Banking credit growth was supported by third-party funds (DPK) growth of 12% YoY as of November 2025 (compared with 4.1% YoY in December 2024). With this level of growth, the loan-to-deposit ratio stood at 84% as of November 2025.

Amid challenges stemming from the real sector, financial markets, and the banking industry, BNI maintained a solid and prudent business performance throughout 2025. Looking ahead, BNI's capacity to navigate both global and domestic economic dynamics will continue to be a key strength in addressing ongoing and emerging challenges.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

In carrying out its duties and responsibilities to oversee the management of BNI by the Board of Directors, the Board of Commissioners consistently applies a shareholder-focused strategic perspective when evaluating the Board of Directors' performance, with the aim of optimizing the Company's resources. This approach provides a robust foundation for comprehensive oversight of BNI's performance, while maintaining the highest standards of accountability and prudence.

As part of this oversight mechanism, the Board of Commissioners conducts a comprehensive assessment of the Board of Directors' performance by taking into account both internal and external factors, including national and global economic dynamics, as well as the continuously evolving banking industry landscape. The performance assessment parameters are formulated based on the execution of duties and responsibilities and the achievement of predetermined targets, including those of subsidiaries. The results of the performance evaluation subsequently serve as a basis for the preparation of the Bank Business Plan (RBB), which is consulted with the Board of Commissioners prior to its submission to the Financial Services Authority (OJK).

The performance of the Board of Directors is evaluated through a structured Key Performance Indicator (KPI) framework. This evaluation is conducted annually in accordance with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, which provides Guidelines for Corporate Governance and Material Corporate Activities of State-Owned Enterprises, as well as Ministry of SOEs Letter No. S-7/Wk.D.MBU/02/2025 dated February 20, 2025, which forms the basis for the 2025 performance assessment.

The Board of Directors' performance is assessed using a combination of collegial and individual KPIs, both of which are aligned with BNI's strategic priorities for the relevant period, as outlined in the RBB. The Board's collegial KPIs are operationalized through five strategic priority programs: (1) Economic and Social Value Creation for Indonesia, (2) Business Model Innovation, (3) Technology Leadership, (4) Investment Enhancement, and (5) Talent Development. Each program is supported by KPIs that encompass both financial and non-financial performance measures, reflecting BNI's strategic objectives. Individual KPIs for each Board member are tailored to their specific roles, responsibilities, and functions.

The Board of Directors' KPI performance, both collectively and individually, is periodically reported to the Board of Commissioners as part of its accountability framework. These results are subsequently validated by an Independent Public Accounting Firm (KAP) responsible for auditing BNI's financial statements, ensuring the accuracy and objectivity of the data. The final performance assessment is then submitted to the majority shareholder, serving as the basis for the Board of Directors' annual performance evaluation.

Throughout 2025, the Board of Commissioners concluded that the Board of Directors effectively fulfilled its duties and responsibilities. This conclusion was informed by the achievement of both collective and individual KPIs, reflecting strong performance against the targets outlined in the Company's Work Plan and Budget (RKAP) and other relevant benchmarks. The Board of Commissioners commends the strategic initiatives undertaken by the Board of Directors to enhance BNI's performance amid a challenging business environment. Looking ahead, the Board of Commissioners underscores the importance of continued synergy and collaboration between the Board of Directors and all stakeholders to ensure the quality and sustainability of performance growth.

The Board of Commissioners commends BNI's performance throughout 2025. The Company's ability to maintain robust business fundamentals while strengthening its financial position has established a solid foundation for sustainable, long-term growth. This was evidenced by a 15.9% (YoY) credit growth, alongside an improvement in the gross non-performing loan (NPL) ratio to 1.9%, reflecting a well-managed and increasingly resilient risk profile.

From a funding perspective, savings—which represent a key component of low-cost funds—recorded strong growth of 11.2% YoY, exceeding the industry growth rate of 7.3% YoY. This performance helped maintain the Current Account and Savings Account (CASA) ratio at 69.7%, positively impacting the Company's cost of funds efficiency and profitability. These achievements demonstrate that BNI's management direction remains aligned with shareholders' aspirations to create sustainable long-term value.

OVERSIGHT OF STRATEGY FORMULATION AND IMPLEMENTATION BY THE BOARD OF DIRECTORS

The relationship between the Board of Commissioners and the Board of Directors is founded on mutual respect, professionalism, and a clear delineation of roles. Each body maintains distinct responsibilities: the Board of Directors oversees the Company's overall operations and business management, while the Board of Commissioners provides oversight of management activities, offers strategic guidance, and ensures the consistent application of good corporate governance principles throughout the organization.

Throughout 2025, the Board of Commissioners actively reinforced its oversight of BNI's strategic and policy execution amid increasingly complex global and domestic economic conditions. This comprehensive oversight encompassed evaluating the Corporate Plan and Bank Business Plan (RBB), regularly monitoring financial performance, advising on the appointment of External Auditors, submitting quarterly performance reports to the SOE Regulatory Body (BP BUMN), and ensuring the effectiveness of internal control implementation.

In 2025, the Board of Commissioners concentrated its supervisory efforts on several strategic priorities, including the quality of credit distribution, enhancement of asset structure and quality, optimization of third-party fund mobilization and fee-based income, strengthening of IT capabilities and security systems, expansion of BNI's international operations, and improvements in productivity and operational efficiency. During the formulation of the RBB, the Board ensured that stakeholder interests—particularly those of investors and shareholders—were fully considered, aligning the Company's strategic direction with the long-term objectives of its stakeholders.

Aligned with the corporate transformation initiatives launched in 2021, 2025 marked a pivotal year for BNI in reinforcing its business model and cultivating a renewed corporate culture through the New Way of Working (NWOW) initiative. This initiative is expected to continue delivering sustainable value across all of BNI's banking operations. In 2025, BNI also introduced the Branch, Region & Area Value Empowerment (BRAVE) initiative, further strengthening the Bank's operational front lines in alignment with both the Corporate Plan and the Bank Business Plan (RBB).

In fulfilling its oversight responsibilities, the Board of Commissioners enhanced governance effectiveness through multiple mechanisms, including regular Board meetings with the participation of relevant Sector Directors, joint sessions with the Board of Directors, committee meetings under the Board of Commissioners, and the provision of strategic guidance, recommendations, and decisions via formal meetings or written communications. The Board also conducted targeted site visits to selected Divisions, Regional Offices, and Subsidiaries to gain firsthand insights into business strategy execution, operational performance, governance practices, and risk management. The Board of Commissioners remains actively engaged in ensuring that the

principles and practices of GCG are comprehensively applied, both at BNI as the parent entity and across all financial institutions within the BNI Financial Conglomeration.

VIEWS ON HUMAN CAPITAL MANAGEMENT

In the area of Human Capital (HC) management, the Board of Commissioners is of the view that the implementation of Human Capital strategies and policies carried out by the Board of Directors throughout 2025 was well-directed, measurable, and aligned with the Company's business strategy. Human Capital management has made a positive contribution to overall corporate performance, in line with the increasingly competitive dynamics of the banking industry, which demand continuous enhancement of organizational capabilities.

The Board of Commissioners appreciates the efforts of the Board of Directors in strengthening Human Capital management through an approach that is integrated with the Company's long-term strategy. This approach has encouraged competency development, capability enhancement, and the cultivation of high-quality talent to support BNI's transformation agenda, while also improving employee experience and creating added value for employees.

As part of its oversight function, the Board of Commissioners acknowledges and appreciates a number of Human Capital–related policies and strategic initiatives implemented throughout 2025. These include the approval of BNI's General Policy on Outsourced Personnel as a measure to strengthen workforce governance in a more structured and compliant manner; the implementation of the BNI Employee Excellence (BEE) Award 2025 to reinforce a culture of appreciation and performance excellence; and the approval of amendments to BNI's Pension Fund regulations to ensure the sustainability of pension benefit management and long-term protection for employees. Collectively, these initiatives underscore the Board of Directors' commitment to prudent and responsible Human Capital management, fully aligned with the principles of good corporate governance.

The Board of Commissioners believes that the continuous development of HC not only drives BNI's performance but also cultivates Hi-Movers who are adaptable, demonstrate strong integrity, and maintain a competitive edge in navigating the evolving challenges of the financial services industry.

VIEWS ON THE IMPLEMENTATION OF INFORMATION TECHNOLOGY AND EFFORTS TO ACHIEVE LEADING DIGITAL BANKING

The Board of Commissioners fully acknowledges that, in today's digital era, Information Technology (IT) is the cornerstone of business transformation and a critical driver of competitive advantage within the financial services sector. Accordingly, the Board of Commissioners expresses its full support for the Board of Directors' strategic initiatives to enhance IT capabilities through the development of the Information Technology Master Plan, or IT Strategic Plan 2024–2028. Building upon the prior period, this plan is fully aligned with BNI's Corporate Plan 2024–2028 and serves as the principal framework guiding technology development in a manner fully integrated with the Company's overall business strategy.

The Board of Commissioners considers that the IT Master Plan has provided clear direction for BNI in optimizing the use of technology to strengthen operations, enhance process efficiency, and promote sustainable digital innovation. Throughout 2025, all strategic IT projects stipulated in the milestones for the year were completed 100% in accordance with targets. Project execution was timely, with several initiatives even completed ahead of schedule. This achievement reflects the commitment and consistency of the Board of Directors in delivering a focused, measurable digital transformation that generates tangible impact on business sustainability and corporate competitiveness.

The Board of Commissioners will continue to encourage the Board of Directors to further strengthen IT infrastructure so that BNI can respond swiftly to the increasingly digitalized global financial landscape. Innovation in digital services is expected to remain a key priority, enabling BNI to deliver a superior and competitive digital banking experience.

Over the past several years, a number of key technologies adopted by BNI have made significant contributions to the development of its digital products and services. The Board of Commissioners views these initiatives as an essential foundation for building sustainable digital capabilities and reinforcing BNI's position as a leading financial institution in addressing both the challenges and opportunities of the digital economy.

BUSINESS OUTLOOK FOR 2026 AND VIEWS ON BNI'S FUTURE PERFORMANCE PROJECTIONS

Entering 2026, global economic challenges remain elevated, including the moderation of global economic growth, the potential ramifications of United States tariff policies, the slowdown of China's economy, and the policy direction of newly elected governments in several major countries, which may further reinforce inward-looking economic policies.

Despite these challenges, Indonesia's economic growth is projected to remain solid within the range of 4.9%–5.4%, with a point estimate of 5.2%. Household consumption and investment are expected to be the primary drivers of growth, supported by the implementation of the Government's priority programs aimed at strengthening purchasing power and accelerating the development of productive infrastructure to support national food and energy security.

Within the banking sector, BNI projects credit growth in the range of 9%–13% in 2026, in line with the economic recovery outlook and a series of monetary, macroprudential, and fiscal policy measures. This credit growth is expected to be supported by an increase in third-party funds (DPK) growth of 8%–12%, reflecting continued solid economic expansion. Nevertheless, several risks warrant close attention, including exchange rate volatility, developments in global policies, and domestic policy dynamics.

In response to prevailing macroeconomic conditions, the Board of Commissioners believes that the Company's strategic direction, as outlined in the Bank Business Plan (RBB), has been prudently formulated and remains on course. The Board of Directors has demonstrated strong capability in anticipating economic shifts, developing adaptive strategies grounded in realistic assumptions and well-calibrated medium-term projections. By leveraging its competitive strengths, the Board of Commissioners is confident that BNI is well-positioned to sustain sound and sustainable performance growth in 2026 and beyond.

VIEWS ON THE IMPLEMENTATION OF BANK GOVERNANCE

The Board of Commissioners fully recognizes that GCG, also referred to as corporate governance, constitutes the primary foundation for safeguarding business sustainability and strengthening stakeholder trust. In this regard, the Board of Commissioners consistently supports the internalization of corporate governance principles, namely ETAK (Ethical Behavior, Transparency, Accountability, and Sustainability), across all BNI activities and business processes. These principles encompass the protection of shareholders' rights, the fulfillment of stakeholders' interests, the application of fundamental rules for corporate management and oversight, as well as the enforcement of business ethics, risk management, and information disclosure.

The Board of Commissioners recognizes that the implementation of GCG at BNI has shown steady and measurable progress. This is evidenced by the initiatives undertaken by the Board of Directors to strengthen policy frameworks, update governance guidelines, and maintain continuous evaluation and monitoring across all organizational levels. Such efforts reflect the Board of Directors' commitment to ensuring that governance principles are not merely observed as formal compliance, but are deeply integrated into the Company's culture and operational practices.

One of the key success factors in effective GCG implementation is strong synergy and collaboration between the supporting organs of the Board of Commissioners and those of the Board of Directors. Through the active role of committees under the Board of Commissioners—such as the Audit Committee, Risk Monitoring Committee, and Governance and Remuneration Committee—oversight of compliance, risk management, human capital, and information technology can be conducted comprehensively and systematically. This collaboration serves as a critical foundation for strengthening accountability and governance effectiveness within BNI.

To reinforce the independence of its oversight function, BNI's Board of Commissioners is composed of more than 50% Independent Commissioners. This majority enhances the Board's capacity to perform its duties with objectivity, proactivity, and constructiveness, ensuring the protection of the Company's and all stakeholders' interests.

With regard to compliance, the Board of Commissioners is of the view that BNI's consistent and comprehensive compliance practices have become a fundamental pillar in maintaining the Bank's integrity, transparency, and operational sustainability. Compliance with prevailing laws and regulations, regulatory authority requirements, and internal policies serves as an instrument for managing legal and reputational risks, while also constituting a critical element in building stakeholder trust and supporting sustainable business growth. Accordingly, the Board of Commissioners places compliance as an integral component of governance and strategic decision-making within the Bank.

In fulfilling its oversight responsibilities, the Board of Commissioners actively assesses the effectiveness of the compliance function by reviewing reports from the Compliance Director and monitoring the implementation of key frameworks and systems, including the Anti-Bribery Management System, Anti-Fraud Strategy, Whistleblowing System, and programs addressing Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing of Weapons of Mass Destruction. Through these mechanisms, the Board ensures that the compliance function remains independent, fully integrated, and consistently embedded across all operational and business activities of the Bank.

The Board of Commissioners underscores that BNI consistently adopts a preventive approach to compliance, spanning from the planning phase through the execution of all business activities. This approach reflects BNI's commitment to setting the standard for compliance and exemplary corporate governance within the industry. Accordingly, the Compliance Function is positioned as a key driver in cultivating a robust compliance culture and sustaining high governance standards across the organization.

In parallel, the Board of Commissioners regards the enhancement of the Anti-Fraud Strategy as a critical measure for safeguarding stakeholder trust and ensuring the long-term sustainability of the Company's business. The Board emphasizes the necessity of firm and consistent enforcement of sanctions against any violations or fraudulent conduct, reflecting the Bank's unwavering commitment to deterrence and the mitigation of fraud risks. In this context, the Board of Commissioners directs the Board of Directors to continuously reinforce the fraud control framework across four key pillars—prevention, detection, investigation, and monitoring and evaluation—with particular focus on strengthening the detection pillar through advanced systems, processes, and behavioral monitoring.

In line with Financial Services Authority Regulation (POJK) No. 12 of 2024, the Board of Commissioners assesses that the Board of Directors has taken appropriate measures to implement the Anti-Fraud Strategy comprehensively through the three lines model. In 2025, enhancement efforts focused on the prevention and detection pillars, including the internalization of an anti-fraud culture, strengthening employee capabilities, reinforcing the implementation of Know Your Employee principles, optimizing the use of Fraud Detection Systems, and intensifying technology-based monitoring of transactions and operational activities. The Board of Commissioners will continue to monitor the effectiveness of this strategy through meetings and periodic evaluations with the Board of Directors and relevant committees.

To uphold integrity and reinforce anti-corruption principles, the Board of Commissioners regards gratuity control as an integral part of the Bank's governance system. BNI has established a Gratuity Control Unit and implemented stringent policies and procedures, including the signing of integrity pacts by employees, the Board of Directors, and the Board of Commissioners; periodic gratuity and anti-bribery declarations; and the implementation of a certified Anti-Bribery Management System. These initiatives reflect BNI's commitment to ensuring that all business activities are conducted in a clean, transparent, and ethical manner.

Furthermore, the Board of Commissioners notes the strengthened internalization of the core values of AKHLAK as behavioral guidelines for all BNI personnel in carrying out their duties and responsibilities. The implementation of these values is supported by gratuity control guidelines and the execution of gratuity control programs by the Compliance Work Unit throughout 2025, including collaboration with the Corruption Eradication Commission (KPK). The Board of Commissioners believes that consistency in gratuity control and the reinforcement of an integrity-driven culture will serve as a critical foundation in safeguarding BNI's reputation, public trust, and long-term sustainability.

The successful implementation of Good Corporate Governance (GCG) at BNI is also reflected in the results of the GCG self-assessments for the first and second semesters of 2025, which consistently achieved a Rank 2 (Good) rating. This achievement is further reinforced by various external recognitions that affirm BNI's credibility and commitment to upholding governance practices with integrity throughout the year. These recognitions include the Leadership in Corporate Governance – Big Cap award at The 16th IICD Corporate Governance Conference & Award 2025, the Most Trusted Company designation

in the Corporate Governance Perception Index 2025, and the Indonesia Excellence Good Corporate Governance Ethics award at the Indonesia Excellence Good Corporate Governance Awards 2025. In addition, BNI received the Annual Report Awards 2025 in the Publicly Listed SOE Financial Cluster 5T category and was also recognized as the Company with the Highest Improvement in Desk Evaluation, awarded by the National Committee on Governance Policy (KNKG).

These recognitions serve as tangible evidence that BNI consistently upholds ethics, accountability, transparency, and sustainability in all aspects of corporate governance. Going forward, the Board of Commissioners will continue to place particular emphasis on key governance components, especially the strengthening of risk management, internal control systems, and the effectiveness of the whistleblowing system, as part of its ongoing commitment to safeguarding the Company's integrity and competitiveness.

INTERNAL CONTROL SYSTEM AND RISK MANAGEMENT

The Board of Commissioners fully recognizes that the internal control system and risk management constitute the primary pillars in safeguarding the sustainability and stability of the banking business. Both serve as protective mechanisms against potential risks that may disrupt the Company's performance and reputation. The Board of Commissioners is of the view that BNI has established a robust internal control framework that is aligned with the Company's risk profile and has been implemented effectively as an integral part of sound and sustainable governance and operational management.

Throughout 2025, the Board of Commissioners exercised its oversight function over the effectiveness of the implementation of internal control systems and risk management across all organizational lines and the BNI business group. Such oversight was carried out through the approval of the General Risk Management Policy and the General Internal Control System Policy, as well as supervision over the implementation of integrated risk management across all Financial Services Institutions (LJK) within the BNI Financial Conglomeration through the Integrated Risk Management General Policy. These measures were intended to ensure that all entities within the BNI group consistently apply prudential principles and risk controls.

In the area of risk management, the Board of Commissioners has been actively involved in monitoring the implementation of risk management by the Board of Directors. The Board of Commissioners considers that BNI has adopted a proactive and forward-looking approach to risk management through a systematic process encompassing risk identification, measurement, monitoring, and control. The availability of an effective internal control system serves as the foundation to ensure that the risk management process is conducted in a structured, efficient, and compliant manner. The principle of segregation of duties is applied consistently to ensure that no individual or unit exercises full control over a process, thereby optimally preventing potential misuse or irregularities.

BNI's risk management implementation is underpinned by a competent and experienced risk management team with the expertise to deliver comprehensive risk analysis and respond effectively to evolving business conditions and regulatory developments.

Based on the results of reviews and discussions between the Board of Commissioners and management, internal auditors, committees under the Board of Commissioners, and independent auditors, the Board of Commissioners assessed that in 2025 BNI maintained a strong and effective level of risk management adequacy. This was reflected in BNI's Risk Profile assessment as of December 31, 2025, which was rated at Rating 2 (*Low to Moderate*) as well as the Bank's overall Soundness Level, which remained at the "Sound" category. These achievements demonstrate that risk management has become a strategic component of decision-making at BNI, rather than merely a compliance function.

IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM (WBS)

As part of its initiatives to strengthen GCG, the Board of Commissioners fully supports management in the implementation of the Whistleblowing System (WBS) at BNI to foster a transparent, ethical, and accountable work culture. The WBS is designed to enable early detection and prevention of potential irregularities or violations across all banking business activities, while ensuring the confidentiality of whistleblowers. Through this system, whistleblowers—including BNI employees, business partners, and external parties—are provided with a secure, confidential, and independent reporting channel, thereby offering protection to reporters and maintaining the trust of all stakeholders.

The implementation of the "WBS to CEO" initiative marks a tangible step by BNI in strengthening its oversight framework and cultivating a professional and accountable work environment. The WBS is independently administered by Deloitte as an external third party, ensuring a credible, objective, and impartial reporting mechanism. This governance structure supports active participation from employees, business partners, and external stakeholders in reporting potential violations or fraud, and reinforces BNI's firm zero-tolerance stance toward misconduct.

Since March 2, 2021, BNI has established a strategic collaboration with the Corruption Eradication Commission (KPK) to manage complaints related to anti-corruption efforts. This collaboration underscores BNI's commitment to embedding the WBS within an integrated oversight framework, supported by periodic reporting to the KPK.

In carrying out its mandate, the Board of Commissioners, supported by the Audit Committee, oversees the operational effectiveness of the WBS. This oversight is intended to ensure that the system is managed professionally, transparently, and in full compliance with applicable regulations. The Board of Commissioners also actively evaluates and provides direction on the follow-up actions taken in response to reports received.

Each report, supported by relevant data and evidence, is subject to professional review by the Internal Audit Division (IAD), Senior Operational Risk Executive (SORX), Anti-Fraud Unit (AFR), and/or other relevant units. Reports that are substantiated as violations of applicable provisions are followed up with the imposition of firm administrative sanctions, proportionate to the severity of the violation.

During 2025, BNI received a total of 359 WBS reports, with email reporting channels (43.45%) remaining the primary medium for complaints. The reports were dominated by 137 personal employee-related complaints (38.16%) and 126 customer complaints (35.09%). Of the total reports received, 241 reports were resolved, of which 99 were substantiated. These substantiated reports were predominantly related to customer complaints (52 reports), personal employee-related complaints (35 reports), and unethical behavior (5 reports). For substantiated cases, BNI implemented follow-up actions including service improvements for customer complaints and employment-related measures ranging from counseling and coaching to the imposition of administrative sanctions on employees found to have violated applicable provisions, including sanctions imposed on nine employees, ranging from formal warnings to demotion.

Follow-up actions on reports submitted through the WBS to CEO channel further demonstrate BNI's commitment to enforcing compliance and applying good corporate governance principles. The Board of Commissioners ensures that all complaints received by the Bank throughout 2025 are handled prudently and professionally by the responsible parties in accordance with BNI's internal procedures.

The Board of Commissioners is of the view that the implementation of the WBS in 2025 has been effective and has consistently supported the strengthening of BNI's governance framework. Nevertheless, the Board of Commissioners continues to provide direction to the Board of Directors to further expand socialization and internalization of integrity values through the WBS. These ongoing efforts are expected to further increase participation by employees and stakeholders, while ensuring the creation of a clean, conducive, and high-integrity work environment.

FREQUENCY AND METHODS OF PROVIDING ADVICE TO MEMBERS OF THE BOARD OF DIRECTORS

In carrying out its supervisory and advisory functions to the Board of Directors, the Board of Commissioners consistently ensures that all recommendations, advice, strategic views, and inputs are delivered in a systematic and structured manner. Such advice and guidance are provided through various mechanisms, including meetings of the Board of Commissioners, meetings of committees under the Board of Commissioners, the delivery of written directives and opinions, as well as working visits to operational units. The following are several efforts undertaken by the Board of Commissioners in performing its supervisory and advisory roles to the Board of Directors:

1. **Meetings of the Board of Commissioners**
   Meetings of the Board of Commissioners are conducted both internally among members of the Board of Commissioners and by inviting relevant Directors or Senior Executive Vice Presidents, in accordance with the agenda under discussion. In addition, the Board of Commissioners regularly holds joint meetings with the Board of Directors as a strategic forum to discuss performance, policy directions, and key issues requiring coordination and joint decision-making.

   Throughout 2025, the Board of Commissioners held a total of 36 (thirty-six) meetings, conducted either internally or with the attendance of relevant Directors or Senior Executive Vice

Presidents. Meanwhile, joint meetings between the Board of Commissioners and the Board of Directors were held 8 (eight) times. All meetings were conducted effectively, as reflected by the frequency of meetings held in compliance with regulatory requirements and the high attendance rate of members of the Board of Commissioners and the Board of Directors at each meeting. This reflects a shared commitment to maintaining open communication, strong coordination, and a focused and strategic decision-making process on matters requiring the approval of the Board of Commissioners.

2. **Meetings of Committees Under the Board of Commissioners**
   Committees under the Board of Commissioners play an active role in supporting the effective implementation of the supervisory function. Through regular committee meetings, in-depth evaluations, and reviews of strategic issues, these committees provide recommendations that strengthen the role of the Board of Commissioners in carrying out its supervisory and advisory functions to the Board of Directors, as well as in making decisions on matters requiring the approval of the Board of Commissioners.

   Throughout 2025, the Board of Commissioners held meetings with its supporting committees as part of the execution of its supervisory function, to ensure that all operational activities, risk management practices, and the implementation of corporate governance within BNI were conducted in accordance with prevailing regulations and the prudential principle.

3. **Written Advice, Recommendations, and Opinions**
   In addition to formal meetings, advice to the Board of Directors is also conveyed through written recommendations and opinions in the form of official letters from the Board of Commissioners to the Board of Directors. Throughout 2025, the Board of Commissioners delivered various written recommendations, advice, and opinions concerning the performance reports of the Board of Directors, requests for approval on matters requiring the approval of the Board of Commissioners, as well as strategic and significant issues.

   This written mechanism ensures clear, transparent, and traceable documentation and serves as an integral part of the implementation of accountable, effective, and sustainable corporate governance.

4. **Working Visits by the Board of Commissioners**
   To obtain a direct understanding of operational conditions, the Board of Commissioners periodically conducts working visits to BNI's operational units. Based on the outcomes of these visits, the Board of Commissioners provides advice, recommendations, and inputs to the Board of Directors, Senior Executive Vice Presidents, and relevant Unit Heads, particularly in relation to improving business and operational performance, risk mitigation, and strengthening corporate governance.

   In 2025, the Board of Commissioners, together with its supporting committees, conducted a total of 24 (twenty-four) working visits.

PERFORMANCE OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Committees Supporting the Board of Commissioners

- Audit Committee
- Risk Monitoring Committee
- Nomination & Remuneration Committee
- Integrated Governance Committee

The Board of Commissioners carries out its supervisory duties and functions over BNI's management with the support of 4 (four) committees operating under its authority: the Audit Committee, the Risk Monitoring Committee, the Nomination and Remuneration Committee, and the Integrated Governance Committee. In the Board of Commissioners' assessment, these committees have delivered effective and significant oversight, underpinned by high standards of competence and professionalism.

Throughout 2025, the Board of Commissioners concluded that its committees operated effectively and in full compliance with the duties and responsibilities set out in their respective charters. The committees also demonstrated strong collaboration by engaging in joint meetings and coordinated reviews on matters that fell within overlapping mandates, enabling cross-committee analyses and the formulation of joint recommendations. In particular, the performance evaluation indicators used by the Board of

Commissioners in assessing the committees include collegial committee performance, active participation of members in meetings with the Board of Commissioners, fulfillment of the required competencies and expertise of each member, as well as the quality of recommendations and advice provided to the Board of Commissioners in accordance with each committee's scope of responsibility.

1) **Audit Committee**
   The Board of Commissioners assessed that the Audit Committee actively monitored and evaluated the internal control system and effectively supported the Board of Commissioners in overseeing the implementation of both internal and external audit functions.The Audit Committee also assisted the Board of Commissioners in reviewing financial information to be disclosed to the public and/or submitted to the relevant authorities. In carrying out its duties, the Audit Committee held regular meetings with the Board of Commissioners, meetings attended by Sector Directors/Division Heads, the Internal Audit Unit, external auditors, and other relevant divisions, as well as cross-committee coordination to ensure the effectiveness of supervisory functions. In 2025, the Audit Committee held 12 (twelve) meetings with an average attendance rate of 98% among its members.

2) **Risk Monitoring Committee**
   The Risk Monitoring Committee demonstrated an active role in conducting reviews and providing strategic recommendations to the Board of Commissioners regarding the implementation of risk management and governance aspects within BNI, including integrated risk management across the financial conglomeration. In performing its duties, the Risk Monitoring Committee actively held meetings attended by Sector Directors/ Senior Executive Vice Presidents and relevant divisions, and conducted cross-committee coordination to collaboratively deepen and review specific concerns or issues, resulting in joint advice and recommendations. Through the Risk Monitoring Committee, the Board of Commissioners ensured that risk management at BNI was implemented comprehensively, measurably, and in alignment with BNI's risk profile. In 2025, the Risk Monitoring Committee held 14 (fourteen) meetings with an average attendance rate of 95%.

3) **Nomination & Remuneration Committee**
   The Nomination & Remuneration Committee made optimal contributions in supporting the supervisory duties of the Board of Commissioners, particularly in overseeing the implementation of nomination and remuneration policies at all organizational levels, covering the Board of Commissioners, the Board of Directors, and employees, in accordance with prevailing regulations and governance best practices. The Committee ensured that the policies and practices implemented by the Company supported the creation of a competitive, fair, and business-strategy-aligned human capital system. In 2025, the Nomination & Remuneration Committee held 12 (twelve) meetings with an average attendance rate of 93%.

4) **Integrated Governance Committee**
   In the view of the Board of Commissioners, the Integrated Governance Committee played an active role in providing valuable input related to the supervision of the implementation of Integrated Governance within the BNI Financial Conglomeration. The scope of supervision covered the implementation of Integrated Governance Guidelines, the quality of compliance and integrated risk management functions, as well as the effectiveness of the structure, processes, and outcomes of integrated governance implementation. In addition, the Committee monitored integrated financial performance and synergy plans between BNI and its subsidiaries, as well as among subsidiaries, to ensure consistent, strong, and sustainable governance across the BNI Group. In 2025, the Integrated Governance Committee held 11 (eleven) meetings with an average attendance rate of 77%.

OVERSIGHT OF SUSTAINABILITY ASPECTS AND SUPPORT FOR THE IMPLEMENTATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

BNI continues to demonstrate a strong commitment to fostering a green industry ecosystem in Indonesia, particularly through green financing instruments such as Green Bonds, Sustainability-Linked Loans (SLL), and various green financing schemes with competitive pricing structures. These initiatives are aligned with the national energy transition agenda and Indonesia's efforts to achieve net zero emissions targets. The Board of Commissioners

highly appreciates these strategic initiatives and continues to encourage BNI to expand the scope and scale of green financing, thereby strengthening its tangible and significant contribution to sustainable development.

The Board of Commissioners expresses high appreciation and full support for the implementation of sustainable finance and ESG aspects that are increasingly integrated into BNI's business strategy. Throughout 2025, the Board of Directors was assessed to have successfully continued and strengthened the implementation of the Company's Social and Environmental Responsibility (TJSL) programs, as well as systematically, measurably, and integratively developing environmental, social, and governance (ESG) initiatives. These efforts included enhancing program effectiveness, strengthening sustainability governance, and sharpening impact management to ensure alignment with strategic priorities and established sustainability targets.

Going forward, the Board of Commissioners expects the solid sustainability performance achieved in 2025 to be consistently maintained and further enhanced in the coming years. Such improvements are expected to accelerate BNI's contribution toward achieving net zero greenhouse gas (GHG) emissions targets and to support the realization of the Sustainable Development Goals (SDGs), which are part of the global agenda and a key priority of the Government of Indonesia.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Throughout 2025, the composition of the Board of Commissioners underwent two changes as part of ongoing efforts to enhance the effectiveness of its supervisory and advisory roles in response to the evolving dynamics of the banking industry. These changes were approved at the Annual General Meeting of Shareholders (AGMS) held on March 26, 2025, which, among other resolutions, approved the honorable discharge of Pradjoto, Pahala Nugraha Mansury, Sigit Widyawan, Askolani, Asmawi Syam, Septian Hario Seto, Iman Sugema, Erwin Rijanto Slamet, Fadlansyah Lubis, Robertus Billitea, and Mohamad Yusuf Permana from their positions as Commissioners. In addition, the Extraordinary General Meeting of Shareholders (EGMS) held on December 15, 2025 approved, among other resolutions, the honorable discharge of Suminto from his position as Commissioner.

On behalf of the Board of Commissioners and all BNI Hi-Movers, we express our highest appreciation and sincere gratitude for the dedication, contributions, and service of the former Commissioners during their tenure in advancing BNI's growth and development.

At the AGMS held on March 26, 2025, the shareholders also approved the appointment of Omar Sjawaldy Anwar, Tedi Bharata, Suminto, Donny Hutabarat, Vera Febyanthy, and Didik Junaedi Rachbini as new members of the Board of Commissioners. Furthermore, at the EGMS held on December 15, 2025, the shareholders approved the appointment of Febrio Nathan Kacaribu as a new member of the Board of Commissioners. These appointments were part of the efforts to refresh the supervisory organizational structure and to further strengthen BNI's governance going forward.

Accordingly, the composition of the Board of Commissioners as of December 31, 2025 is as follows:

Name	Title	Basis of Appointment	Terms of Office	Effective Date of Appointment*)
Omar Sjawaldy Anwar	President Commissioner/ Independent Commissioner	AGMS March 26, 2025	2025-2030 (First Period)	June 30, 2025
Tedi Bharata	Vice President Commissioner	AGMS March 26, 2025	2025-2030 (First Period)	June 5, 2025
Vera Febyanthy	Independent Commissioner	AGMS March 26, 2025	2025-2030 (First Period)	August 13, 2025
Didik Junaedi Rachbini	Independent Commissioner	AGMS March 26, 2025	2025-2030 (First Period)	August 13, 2025
Donny Hutabarat	Commissioner	AGMS March 26, 2025	2025-2030 (First Period)	October 16, 2025
Febrio Nathan Kacaribu	Commissioner*	EGMS December 15, 2025	2025-2030 (First Period)	In the process of Fit & Proper Test by OJK

* Can carry out actions, duties, and functions after obtaining approval from the OJK's Fit and Proper Test.

From December 31, 2025 through the date of signing of this Annual Report, there were no changes in the composition or membership of the Board of Commissioners.

APPRECIATION AND CLOSING

Through strong collaboration among the Board of Commissioners, the Board of Directors, and all BNI Hi-Movers, the Company sustained solid performance throughout 2025 while establishing a robust foundation for sustainable long-term growth.

We believe that, under the visionary leadership of the Board of Directors and with the strong commitment of all BNI Hi-Movers, BNI will remain on a trajectory of sustainable growth. Supported by a solid governance framework, adaptive strategic execution, and close collaboration with stakeholders, the Board of Commissioners is confident in BNI's ability to respond effectively to future challenges while delivering long-term value to customers, shareholders, and the broader community.

On this occasion, we extend our highest appreciation to the Board of Directors, management, and all BNI employees for their dedication, hard work, and unwavering commitment throughout 2025. We also express our sincere gratitude to our business partners, shareholders, and all stakeholders for their continued trust and support. May the achievements and progress attained serve as a solid foundation for BNI to continue advancing its transformation, driving innovation, and delivering positive contributions as it pursues future growth.

Jakarta, February 13, 2026
On behalf of the Board of Commissioners
of PT Bank Negara Indonesia (Persero) Tbk,



Omar Sjawaldy Anwar
President Commissioner/Independent Commissioner

Board of Commissioners



Omar Sjawaldy Anwar
President Commissioner/
Independent Commissioner

Tedi Bharata
Vice President Commissioner

Febrio Nathan Kacaribu*
Commissioner*

Didik Junaedi Rachbini
Independent Commissioner

Vera Febyanthy
Independent Commissioner

Donny Hutabarat
Commissioner

* Can carry out actions, duties, and functions after obtaining approval from the OJK's Fit and Proper Test.

Board of Directors' Report

BNI continues to advance its transformation agenda as a fundamental step that reflects the Bank's dedication and commitment to sustained growth, adaptability, and strengthened competitiveness amid the evolving national and global business landscape.

DEAR ESTEEMED SHAREHOLDERS AND STAKEHOLDERS,

It is our honor, on behalf of the entire Board of Directors of PT Bank Negara Indonesia (Persero) Tbk, to present the Annual Report for the 2025 Financial Year. The performance and achievements attained throughout the year reflect the strong commitment of all BNI employees to delivering sustainable growth and creating added value for all stakeholders.

Entering 2025, BNI operated amid an increasingly dynamic global and domestic economic environment characterized by heightened uncertainty, necessitating strategic agility, organizational resilience, and transformational leadership to sustain long-term growth. Persistent geopolitical tensions and broadly tight monetary policies across major economies continued to affect financial market volatility and global trade flows. Meanwhile, economic slowdowns in several regions weighed on Indonesia's growth outlook, presenting distinct challenges for the domestic banking sector.

Amid these conditions, BNI delivered solid business and financial performance by executing selective growth strategies, maintaining disciplined risk management, and advancing transformation initiatives across its business lines. These results underscore the resilience of BNI's business model in navigating external challenges while meeting the expectations of shareholders, investors, and other stakeholders. The consistent execution of these transformation initiatives has also strengthened the foundation for competitive, sustainable, and resilient business and operational performance.

GLOBAL AND NATIONAL ECONOMIC CONDITIONS AND THE BANKING INDUSTRY IN 2025

Throughout 2025, the global economy faced a series of dynamic developments, beginning with leadership transitions in several countries—most notably in the United States (U.S.)—followed by heightened geopolitical tensions across Europe, the Middle East, and Asia. These conditions were compounded by economic slowdowns in major economies, including the United States and China, driven largely by uncertainty surrounding U.S. reciprocal tariff policies.

The slowdown in global economic growth, together with easing inflationary pressures, allowed several central banks to begin lowering policy interest rates in 2025. In contrast, reductions in the U.S. benchmark interest rate, or the Federal Funds Rate (FFR), tended to proceed more slowly due to heightened inflation risks stemming from reciprocal tariff policies. By way of illustration, the FFR easing cycle only commenced in September 2025, followed by cumulative rate cuts of 75 basis points during the fourth quarter of 2025.



Putrama Wahju Setyawan
President Director

As a result of these global and geopolitical dynamics, global financial markets experienced heightened volatility, as reflected in declines across major global stock indices (Dow Jones, Nikkei, Hang Seng, and FTSE) during the March–April period, followed by a sustained depreciation of the U.S. dollar (as represented by the U.S. Dollar Index/DXY) to levels below 100. U.S. Treasury yields also reached a peak of 4.8% in January 2025. In the commodities market, persistent global uncertainty reinforced gold's role as a primary safe-haven asset, with gold prices increasing significantly by 65% throughout 2025.

Within the domestic economic context, economic growth remained solid and resilient at 5.1% in 2025, supported primarily by net export growth and investment expansion. Household consumption growth approached 5%; however, the recovery across consumer segments remained uneven, reflecting a K-shaped recovery pattern. Amid the various global and domestic dynamics outlined above, Indonesia's banking credit growth moderated to 9.6% YoY as of December 2025. This occurred despite relatively adequate liquidity conditions, as reflected in Third-Party Funds (DPK) growth of 13.8%YoY over the same period. Consequently, the banking industry's loan-to-deposit ratio (LDR) stood at 85.4% in December 2025, lower than the 88.6% recorded at the end of 2024.

From a risk perspective, several key risks require ongoing monitoring, including currency depreciation and the pace of recovery in middle-class purchasing power. The restoration of middle-class purchasing power remains a critical priority, as household consumption contributes more than 50% of Indonesia's economic activity. Within the banking sector, liquidity risk continues to be the most significant concern, driven by heightened global uncertainty and Indonesia's sustained demand for financing.

BNI'S 2025 STRATEGY, STRATEGIC POLICIES, AND PERFORMANCE GROWTH

BNI continuously monitors macroeconomic developments and implements measured mitigation measures to address their potential impact on the banking business environment. These efforts are aimed at ensuring the effective execution of strategic policies, the achievement of current-year business performance targets, and the sustainability of growth in line with the Company's long-term plan.

The Company's long-term plan is articulated in the BNI Corporate Plan 2024–2028, which aspires to position BNI as a bank with leading human capital and technological capabilities in serving customers. This strategic direction forms the unique value propositions that BNI seeks to build going forward, with a focus on three main pillars: Productivity, Platform, and Proposition. Based on this Corporate Plan, the Company's focus in 2025 is directed toward further strengthening productivity through enhancements in organizational capabilities, refinement of role design, optimization of branch networks and analytics, and the development and reinforcement of digital platforms to improve service quality and overall client experience. This focus is translated into the following key strategies for 2025:

1. Enhancing business productivity and regional market share through outlet transformation.
2. Increasing Retail Savings and Time Deposits, as well as transaction-based Current Accounts.
3. Achieving healthy and sustainable growth across all segments, with primary focus on the corporate segment and its value chain, as well as quality consumer and wealth segments.
4. Maintaining asset quality to drive a reduction in Loan at Risk (LaR).
5. Continuous development of wondr by BNI, BNIdirect, FSCM, and platforms that support the end-to-end customer journey.
6. Strengthening enablers that drive higher productivity and operational efficiency.

In line with these key strategies, BNI continues to advance its transformation agenda as a fundamental step reflecting its dedication and commitment to sustained growth, adaptability, and enhanced competitiveness amid the evolving national and global business landscape. The results are reflected in consistent improvements in profitability, including the achievement of a Return on Equity (ROE) of 12.7% at the end of 2025, a significant increase from 9.4% in 2021. This improvement was achieved alongside an increase in equity, demonstrating solid and sustainable business performance.

In 2025, the Company's strategic focus centered on enhancing business productivity and expanding regional market share through outlet transformation. This initiative involved mapping and prioritizing high-potential business centers and regions, alongside the restructuring of both conventional and digital distribution networks. Productivity gains were further supported by strengthening outlet capabilities, including the adoption of new sales models, process streamlining through digitalization, integrated online-to-offline solutions, and enhanced back-office support.

As part of its digital strategy, BNI continued to develop wondr by BNI, which was launched in July 2024 as a personal transaction platform built on the

latest technology. Within one year of its launch, the number of users increased significantly, reaching more than 8 million users by the end of 2025, with an active user rate substantially higher than that of the previous platform. This increased customer engagement has strengthened the position of wondr by BNI as a game changer in Indonesia's digital banking ecosystem.

BNI also continued to enhance the BNIdirect platform, which encompasses Cash Management, Trade, Bank Guarantee, and Supply Chain Financing services, to deliver a more comprehensive transaction experience for customers. Throughout 2025, BNIdirect recorded significant growth in both the number of users and transaction volumes, increasing by 24.8% and 26.4% YoY, respectively. This performance directly contributed to the sustained and consistent growth of corporate current account balances.

The Company continues to strengthen its role as an orchestrator of Indonesian businesses' access to global markets by expanding its international network across eight global financial centers and deepening strategic partnerships with more than 1,300 correspondent banks spanning 90 countries and 16 currencies. This role is further reinforced through the management of Multi National Company (MNC) business by the Corporate Banking Division and the International Desk, which is fully integrated with all overseas branches, solidifying BNI's position as a key partner for foreign investment into Indonesia.

The consistent implementation of key strategies and transformation initiatives has delivered a positive impact on the Company's financial performance. By the end of 2025, loan disbursement recorded accelerated and well-balanced growth overall. BNI posted credit growth of 15.9% YoY throughout 2025, reflecting solid intermediation performance amid global economic challenges. Corporate loan growth reached 20.1% YoY, amounting to Rp518.2 trillion, supported by increased financing to private corporates, state-owned enterprises, and institutions. Meanwhile, the mid-segment grew by 19.9% YoY, and non-KUR MSME loans increased by 14.5% YoY, underscoring BNI's commitment to strengthening the real sector and promoting national economic self-reliance. The consumer segment also delivered positive performance, with growth of 9.6% YoY to Rp156.2trillion, driven by mortgage loans, personal loans, and credit cards.

The contribution of subsidiaries also became increasingly significant, with total loan and financing disbursement reaching Rp18.3trillion, or growing 12.7% YoY, supported by BNI Group synergies through joint financing and the strengthening of hibank as a future growth engine in the MSME segment.

This accelerated credit growth was also supported by fiscal and monetary policy support, enabling BNI to expand financing to various sectors, including infrastructure, trade, energy, social services, and green financing. This strategy was complemented by a resilient funding structure with a healthy proportion of low-cost funds (CASA), thus maintaining the Cost of Funds (CoF) at an optimal level.

Strong third-party fund (DPK) growth remained one of the key pillars supporting financial performance in 2025. Growth in low-cost funds was reflected in CASA growth of 28.9% YoY, driven by current account growth of 43.8% YoY and savings growth of 11.2% YoY. This healthy funding structure supported the achievement of a Net Interest Margin (NIM) of 3.8%, with total Net Interest Income (NII) reaching Rp40.3 trillion, in line with increased activity across digital platforms.

From an asset quality perspective, continued improvements were recorded, with the NPL ratio declining to 1.9% and Loan at Risk decreasing to 8.5%, reflecting a broad-based reduction in credit risk exposure and a return to pre-pandemic levels. The combination of strong credit growth, a more robust funding structure, increased fee-based income, and improved asset quality resulted in net profit attributable to the owners of the parent entity of Rp20.0 trillion.

BNI's financial fundamentals remain strong, with an LDR of 86.4% and a Capital Adequacy Ratio (CAR) of 20.7%, reflecting optimal intermediation and a healthy capital structure. Looking ahead, BNI remains committed to maintaining this positive momentum, supported by projections of continued strong credit demand—particularly in the corporate segment—as well as an increasingly expansionary fiscal and monetary policy outlook.

ROLE OF THE BOARD OF DIRECTORS IN THE FORMULATION OF STRATEGY AND STRATEGIC POLICIES

In carrying out its mandate to manage the Company, the Board of Directors plays a central role in formulating policy directions and business strategies that form the foundation of BNI's long-term growth. Each year, these strategies are systematically documented in the Bank Business Plan (RBB) and submitted to the Financial Services Authority (OJK) as part of a transparent and accountable governance process. The preparation of the RBB is guided by the five-year Corporate Plan, which is developed

based on the Company's vision and mission. The entire planning process is conducted by the Board of Directors under the supervision and guidance of the Board of Commissioners, while also taking into account the aspirations of shareholders, both the majority shareholder represented by the Ministry of State-Owned Enterprises and public shareholders through the optimization of investor relations functions.

The strategic policies that have been formulated are subsequently translated into operational guidelines and serve as references for all work units in carrying out their respective duties and functions. In accordance with the Board of Directors' Charter and Rules of Procedure, each Director assumes an active role in ensuring that the implementation of policies and work plans is carried out effectively and in a measurable manner. In addition, the Board of Directors acts as the highest strategic decision-making body, particularly for decisions related to product development, business expansion, marketing and sales, risk management, and the implementation of Good Corporate Governance (GCG) principles.

All strategies outlined in the RBB are further cascaded into Key Performance Indicators (KPIs), directly linking the roles and responsibilities of the Board of Directors to the achievement of the Company's strategic performance. This mechanism encourages the active involvement of the Board of Directors in designing, formulating, and consistently implementing strategies. Accordingly, the overall process of formulating and executing strategic policies reflects BNI's strong commitment to upholding prudential principles and good corporate governance in every stage of its growth, in 2025 and beyond.

PROCESSES UNDERTAKEN BY THE BOARD OF DIRECTOR TO ENSURE STRATEGY IMPLEMENTATION

To ensure the effective implementation of the Company's strategies and policies across all levels of the organization, the Board of Directors consistently provides strategic direction and strengthens execution throughout the organization, ensuring that every strategic plan and formulation is accurately translated into operational actions. In line with this objective, the Board of Directors has launched BNI Corporate Transformations since 2021 to ensure that the strategic direction set forth in the BNI Corporate Plan 2024–2028 is achieved in accordance with targets through a structured project management approach. The implementation of the transformation program is divided into several phases (waves), with each wave comprising a number of projects supported by clearly defined and measurable work plans. This approach is designed to enhance the overall success rate of the Company's transformation agenda.

In 2025, BNI's Board of Directors implemented Branch, Region & Area Value Empowerment (BRAVE) through the restructuring of an integrated digital distribution network. This transformation is aligned with customer journey stages and an operating model based on an advisory and service-to-sales approach, while taking into account the unique potential of each Point of Interest (POI) across regions. Under this model, regions are positioned as ecosystem orchestrators that connect various business players through integrated financial solutions. A key aspect of this transformation is the implementation of independent performance reporting down to the smallest operational unit, whereby each outlet maintains its own independent profit and loss statement. In addition, process streamlining at each outlet is carried out through accelerated digitalization, the provision of online-to-offline solutions, and the strengthening of back-office functions to enhance service efficiency.

In its implementation, the Board of Directors plays an active role in ensuring that all targets and policies set out in the Bank Business Plan (RBB) are fully understood and consistently implemented. A balanced top-down and bottom-up approach is applied to encourage innovation across all levels of the organization, including through the roles of committees and supporting organs under the Board of Directors. Nevertheless, the Board of Directors retains full authority in strategic decision-making, ensuring that all decisions comply with applicable regulations and remain aligned with BNI's long-term objectives.

To support the effectiveness of control and performance monitoring, the Board of Directors has established a Corporate Planning & Performance Management function at the divisional level. Furthermore, the Board of Directors regularly conducts meetings and coordination through various Board-level committees, including the Performance Management Committee, Subsidiary Committee, Business Committee, Asset & Liability Committee, Technology Management Committee, Integrated Risk Management Committee, Credit Committee, Credit Policy Committee, and Human Capital Committee. These committees serve as essential mechanisms to safeguard the effective execution of strategies and to ensure that decision-making processes are measurable, transparent, and accountable. [ACGS D.1.5, D.1.6]

COMPARISON OF 2025 TARGETS AND ACTUAL PERFORMANCE

The successful implementation of strategies at the beginning of 2025 is reflected in the key highlights of BNI's performance, as shown in the comparison between targets and actual results presented below.

Subject	2025 Realization	2025 Target	2025 Target Achievement (%)
Credit Distribution (IDR billion)	899,531	855,738	105.1
Third-Party fund collection (DPK) (IDR billion)	1,040,834	924,085	112.6
Non Performing Loan (NPL) Gross (%)	1.9	2.0	95.0
Net Income (IDR billion)	20,041	21,427	93.5
Return on Asset (ROA) (%)	2.1	2.3	91.3
Return on Equity (ROE) Equity Based (%)	12.7	13.4	94.8
Net Interest Margin (NIM) (%)	3.8	3.9	97.4
Operating Expenses to Revenue (BOPO) (%)	72.9	71.5	101.9
Minimum Capital Adequacy Ratio (KPMM) (%)	20.7	20.0	103.5

Detailed information regarding the comparison between targets and actual performance in 2025 is presented in the chapter "Management's Discussion and Analysis of the Bank's Performance" in this Annual Report.

Overall, BNI's performance in 2025 demonstrated solid acceleration compared with the targets that had been set. Business expansion through loan disbursement and the mobilization of third-party funds (DPK) was realized with favorable results. This achievement was further supported by a sound and high-quality asset base, as reflected in the realization of the Non-Performing Loan (NPL) ratio, which remained below the 2025 target.

The resilience of profitability performance was reflected in the Company's ability to maintain net profit, Return on Assets (ROA), and Return on Equity (ROE) despite margin pressures. The Company was also able to control expenses and costs efficiently, allowing the Net Interest Margin (NIM) to be maintained at a healthy level to support strategic initiatives and sustainable operational efficiency.

From a capital perspective, BNI's capital management strategy was also implemented effectively, as reflected in the Capital Adequacy Ratio (CAR) for 2025, which was achieved above the target. This positive outcome is the result of strengthened fundamentals and consistent performance improvements over the past several years. Looking ahead to 2026, the Company will continue to maintain these strong fundamentals as a foundation for navigating increasingly complex economic and market dynamics.

CONSTRAINTS, CHALLENGES, AND MITIGATION MEASURES

Throughout 2025, BNI continued to face global and domestic economic dynamics characterized by uncertainty in monetary policy, financial market volatility, and intensifying liquidity competition. Under these conditions, BNI focused its lending strategy on quality growth through deeper ecosystem-based business development, strengthened risk discipline, and optimization of capabilities built in previous periods.

As part of its mitigation efforts, BNI implemented the following key initiatives:

1. Enhancing end-to-end credit processes to improve the quality of the loan portfolio through strengthened risk management and consistent risk discipline across all segments.
2. Deepening ecosystem-based business by providing integrated financial solutions for institutional customers, priority clients, and selected educational institutions.
3. Encouraging selective credit growth in the small and medium segments, with a focus on export-oriented MSMEs and the strengthening of integrated value chains linked to corporate debtors.
4. Developing the wealth business through the optimization of investment services and products to increase fee-based income contribution and strengthen long-term customer relationships.
5. Expanding digital collaboration with fintech companies, e-commerce players, and strategic digital platforms to enhance customer access to a more connected and efficient financial ecosystem.
6. Leveraging data and analytics in credit decision-making processes to support more accurate risk assessments, improve customer acquisition quality, and strengthen ongoing credit portfolio monitoring.

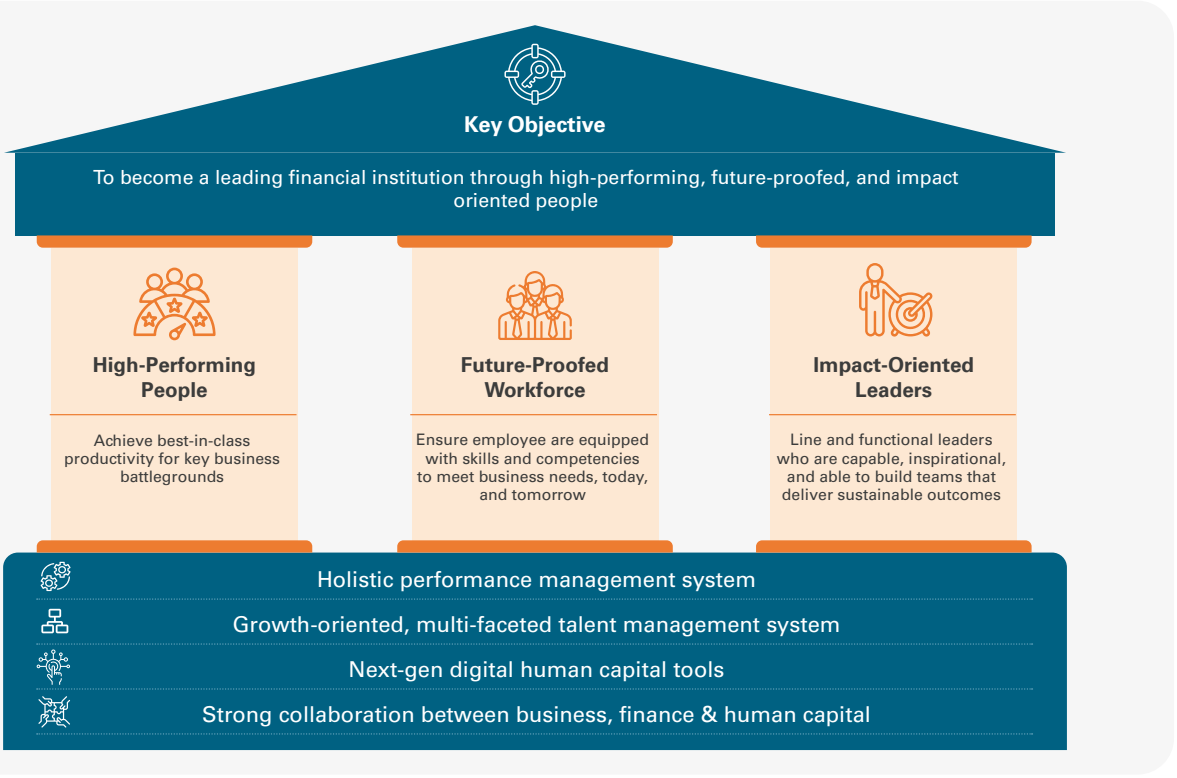
Credit disbursement in 2025 was conducted in a highly selective manner, with a focus on the corporate segment and its value chain, as well as quality consumer and wealth segments, while prioritizing a strong risk culture. In addition, BNI continued to optimize the provision of funding and financing to related parties and subsidiaries to support business growth. The strategic focus of fund placement in 2025 was directed toward improving credit quality by prioritizing a robust risk culture and sustainable business expansion through the following initiatives :

1. Continuing the expansion of the Corporate Banking portfolio with a focus on priority sectors and the provision of beyond-lending solutions, including structured finance and trade services, to enhance value creation and deepen relationships with corporate clients.
2. Increasing mortgage lending in priority segments through more aggressive penetration of the primary market, particularly top developers and corporate clients, to support sustainable consumer credit growth.
3. Expanding payroll loans through optimization of the existing payroll customer base, strengthening cross-selling within the Business Banking ecosystem, and broadening cooperation with various institutions.
4. Strengthening the wealth business through improvements in business propositions, enhanced Relationship Manager capabilities, and the development of global capacity to address increasingly diverse customer investment profiles.
5. Expanding quality lending in the mid-sized and small segments to improve market share, with a focus on prospective industries, optimization of corporate debtor supply chain financing, and the utilization of synergies with state-owned enterprises (SOEs).
6. Enhancing the implementation of value chain strategies, including strengthening sales execution and client acquisition teams, to improve the effectiveness of customer acquisition and management.
7. Accelerating consolidation and strengthening of the small and medium segments to improve credit quality and drive sustainable business growth in line with market developments.
8. Conducting business process reengineering in both retail and wholesale segments, particularly in credit processes, through end-to-end digitalization and enhancements to BNI Move for the retail segment.
9. Strengthening risk management through the implementation of more comprehensive credit scoring and disciplined credit expansion in accordance with the Risk Acceptance Criteria (RAC).
10. Mapping and prioritizing high-potential business centers and regions to expand the financing base and support regional economic growth.

HUMAN CAPITAL MANAGEMENT

Human Capital management at BNI is directed toward ensuring organizational readiness in supporting business performance, transformation initiatives, and the Company's long-term sustainability. Human Capital is managed as an integral part of the business strategy, with a focus on employee readiness, leadership quality, and a work culture that consistently drives performance achievement.

As the foundation of its Human Capital management approach, BNI has established a Human Capital (HC) Roadmap as the basis for the planned and sustainable implementation of human resource policies and programs. The HC Roadmap emphasizes improving employee productivity and performance, developing capabilities aligned with business needs, and nurturing leaders who are able to assume strategic roles and deliver tangible impact to the organization.



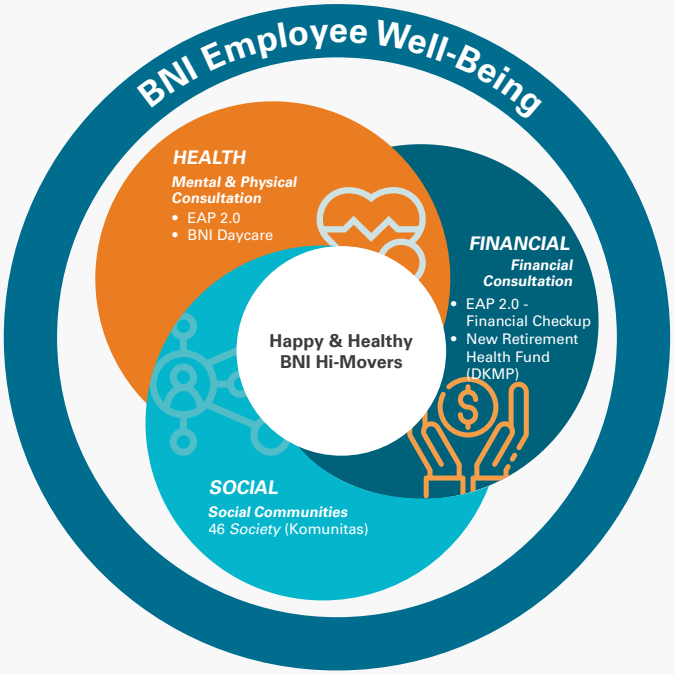
Throughout 2025, the implementation of the HC Roadmap entered the Deliver phase, during which various Human Capital policies and initiatives were executed more concretely within business processes and daily operations. At this initial stage, BNI prioritized a number of quick wins that had a direct impact on performance, particularly in strengthening a performance-driven culture, enhancing leadership effectiveness, and developing capabilities within key business and leadership functions. This approach ensured that the HC Roadmap implementation went beyond conceptual planning and began to generate measurable changes in work behavior and performance contributions.

To support employee capability development, BNI consistently organized a wide range of education and training programs through BNI University as the Company's center for competency development. Learning programs were designed in alignment with business needs, encompassing the strengthening of technical competencies, leadership development, and the enhancement of managerial capabilities. Throughout 2025, these training and development programs were attended by employees from various work units, with the objective of ensuring employee readiness to perform operational roles while effectively responding to an increasingly dynamic business environment.

In parallel, BNI continued to strengthen Human Capital management through the utilization of integrated technology and digital platforms. The digitalization of Human Capital processes supports consistent performance management, employee development, and data-driven performance monitoring, while also enhancing accessibility to Human Capital services for all employees.

To support sustainable productivity, BNI also places strong emphasis on employee welfare as part of its efforts to create a healthy, safe, and conducive working environment, enabling employees to perform optimally and deliver their best contributions to the Company.

Through focused and consistent Human Capital management, BNI maintains organizational readiness to support business transformation, strengthen competitiveness, and create sustainable added value for the Company and all stakeholders.



BNI also consistently conducts training and competency development programs for all employees as part of its commitment to enhancing knowledge, insight, and capabilities in responding to the evolving dynamics and challenges of the banking industry. Through BNI University as the center for competency development, BNI designs a structured and sustainable learning strategy, encompassing a wide range of training programs tailored to business needs as well as leadership and managerial capacity building.

Throughout 2025, BNI delivered various training and development programs to 26.937 participants, with each employee attending an average of 15 training sessions per year. These programs were designed to ensure that all employees possess relevant competencies, both in managing BNI's operational functions and in responding adaptively and innovatively to changes in the business environment.

UTILIZATION OF INFORMATION TECHNOLOGY AND DIGITAL BANKING

BNI continues to focus on implementing various strategic policies and initiatives to enhance business processes, strengthen system availability, and develop Information Technology (IT) as a reliable digital enabler. These efforts include strengthening infrastructure and communication networks, as well as enhancing digital product and service offerings in line with developments in the banking industry. IT development is also directed toward infrastructure modernization, including application systems and integrated networks, to support increasing transaction volumes and strengthen cybersecurity capabilities.

Digital transformation has become a key driver for BNI in enhancing customer experience through a one-stop digital financial services solution and in encouraging transaction migration to digital channels. Wondr by BNI is developed using globally standardized technology and a hyper-personalization approach across three Financial Dimensions: Transaction, Insight, and Growth. Through these three dimensions, wondr by BNI enables comprehensive financial management to enhance users' asset value while delivering a more seamless and convenient transaction experience. Throughout 2025, wondr by BNI introduced various features, including multicurrency transactions across 32 countries and 12 foreign currencies, enhanced Insight capabilities for practical cash flow monitoring, and strengthened Growth features that provide investment and savings solutions tailored to customer needs. Since its launch, wondr by BNI was downloaded by 16.7 million users throughout 2025, with an active transaction user rate of approximately 72.1%. In addition, wondr by BNI received positive customer feedback, achieving ratings of 4.9 on the App Store and 4.8 on the Play Store, reflecting a high level of customer satisfaction with the digital services and experiences provided. This performance reflects significant growth, with wondr by BNI surpassing BNI Mobile Banking as the primary transaction channel for individual customers. During the phased migration period, BNI Mobile Banking continued to operate in parallel to ensure service continuity and customer convenience, until wondr by BNI is fully ready to serve as the main digital channel for retail customers with more modern, customer-centric services.

BNI continues to encourage a gradual migration process to ensure that all customers can transition to wondr by BNI and enjoy an improved, modern, and personalized digital service experience.

In addition to the retail segment, BNI also strengthened digital services for corporate customers through the transformation of the BNIdirect platform. The platform was redesigned to deliver a more efficient and comprehensive transaction experience, featuring end-to-end and real-time data visibility. This capability enables customers to access relevant information quickly, supporting more accurate financial planning and analysis. Through automation and service integration, BNIdirect delivers high operational efficiency while ensuring transaction stability.

Throughout 2025, BNIdirect recorded solid performance, with user growth of 24.8%, reaching more than 261.5 thousand users, while transaction volumes increased significantly by 26.4% YoY. These achievements further strengthened BNIdirect's position as a trusted digital solution for customers.

DEVELOPMENT OF BUSINESS NETWORKS AND STRATEGIC PARTNERSHIPS

BNI continues to strengthen its international footprint through strategic alliances and an extensive correspondent banking network across multiple countries. The Bank pursues a comprehensive network expansion strategy at both national and global levels, leveraging its customer base, business partners, and international relationships as targeted growth markets. In parallel, BNI actively forges a wide range of strategic collaborations to broaden its business reach and support sustainable performance growth.

As of the end of 2025, BNI operated 1 Head Office, 17 Regional Offices, 10 overseas offices, and 1,834 domestic branch networks, consisting of branch offices, sub-branch offices, and business centers. Of the 10 overseas offices, 6 are licensed overseas branches, 2 representative offices, 1 overseas sub-branch, and 1 remittance branch, located across 8 strategic countries.

BNI Agen46 (Branchless Banking) remains a key pillar with outreach extending to 35,729 villages/sub-districts across Indonesia, including Disadvantaged, Frontier, and Outermost (3T) regions. Throughout 2025, BNI Agen46 recorded 217,013 agents, with transaction volumes reaching Rp61.2 trillion across 121.8 million transactions, reflecting the significant role of Agen46 in expanding access to financial services and promoting national financial inclusion.

OTHER PERFORMANCE HIGHLIGHTS

Organizational Structure

BNI continues to consistently strengthen its organizational structure, as reflected in the Company Profile chapter of this Annual Report, through a structured process of identifying and developing successors. On an ongoing basis, BNI also evaluates its organizational structure to enhance effectiveness and efficiency, while ensuring long-term business sustainability.

In 2025, BNI undertook organizational restructuring and evaluation to support and align with the Company's vision, mission, and future strategic direction. In line with this strategy, BNI strengthened its organizational framework to support business growth acceleration, reinforce prudent risk management, enhance the role of Regional Offices, and develop artificial intelligence (AI) capabilities to support the achievement of corporate performance objectives.

Principal Activities and Types of Products and Services Offered

BNI's principal business activities focus on the provision of banking services and supporting business activities, including the mobilization and distribution of funds to the public, while offering competitive interest rates to customers. In its operations, BNI provides a wide range of banking products and services designed to meet the needs of various customer segments, including credit distribution to small and medium-sized enterprises. Further details regarding the products and services offered are presented in the Company Profile chapter, section Products and Services of this Annual Report.

Interest Rates on Fund Mobilization and Distribution

The Prime Lending Rate (PLR) is a reference rate that banks use to determine the interest rates they charge customers. PLR is the lowest interest rate that reflects reasonable costs incurred by the Bank, including the expected return, but excludes the estimated risk premium component, the amount of which depends on the Bank's assessment of the risk for each debtor or group of debtors. In 2025, the interest rates used by BNI in collecting and providing rupiah-denominated funds are as follows:

Month	Prime Lending Rate						
	Based on Type of Credit						
	Non MSME Loan		MSME Loan			KPR/KPA	Non KPR/ NonKPA
	Corporate	Retail	Medium*	Small*	Micro		
January 2025	8.67%	8.82%	9.86%	11.12%	12.04%	9.26%	10.57%
February 2025	8.41%	8.56%	9.54%	10.81%	11.63%	8.96%	10.17%
March 2025	8.55%	8.76%	9.76%	10.95%	11.72%	9.08%	10.31%
April 2025	8.53%	8.81%	9.82%	10.95%	11.82%	9.10%	10.34%
May 2025	8.60%	8.90%	9.92%	11.06%	11.91%	9.14%	10.37%
June 2025	8.52%	8.75%	9.80%	11.05%	11.79%	9.09%	10.33%
July 2025	8.57%	8.77%	9.87%	11.15%	11.77%	9.14%	10.39%
August 2025	8.57%	8.86%	9.87%	11.17%	11.86%	9.20%	10.44%
September 2025	8.46%	8.70%	9.69%	10.53%	11.71%	9.05%	10.30%
October 2025	8.35%	8.59%	9.61%	10.42%	11.60%	9.00%	10.24%
November 2025	8.35%	8.59%	9.61%	10.42%	11.60%	9.00%	10.24%
December 2025	8.14%	8.39%	9.46%	10.29%	11.58%	8.88%	10.16%

(effective % per year)

Number, Type, and Location of Offices

To support an effective and optimal business expansion strategy, BNI manages its branch and outlet network in a planned and measurable manner. This approach aims to ensure that each network operates more efficiently and contributes optimally in accordance with the business potential of each region. Through these efforts, BNI strengthens its market presence while enhancing service quality for customers.

As of the reporting period, BNI continues to enhance customer experience to support business growth by offering comprehensive products and services through 1 (one) Head Office, 17 Regional Offices, 10 overseas office networks, and 1,834 domestic offices comprising branch offices, sub-branch offices, and business centers. BNI's 10 overseas office networks are spread across 8 countries, consisting of 6 overseas branch offices, 1 sub-branch, 1 remittance branch office, and 2 representative offices.

Share Ownership of the Board of Directors, Board of Commissioners, and Shareholders within the Bank's Business Group

In 2025, information regarding direct and indirect share ownership of members of the Board of Commissioners and Board of Directors serving and/or appointed during the financial year is presented in the Company Profile chapter of this Annual Report.

SIGNIFICANT CHANGES IN THE BANK AND THE BANK'S BUSINESS GROUP

Throughout 2025, there were no significant changes affecting BNI or the BNI Business Group.

BUSINESS OUTLOOK FOR 2026, ECONOMIC DEVELOPMENTS, AND TARGET MARKET

BNI continues to pursue a comprehensive internal improvement agenda through the BNI Corporate Transformation program as a strategic initiative to strengthen the Company's competitiveness and performance resilience. This transformation focuses not only on refining business processes and enhancing organizational capabilities, but also on ensuring BNI's ability to respond effectively to the increasingly rapid and complex dynamics of the financial industry. With a stronger transformation foundation, BNI looks ahead to 2026 with high optimism in achieving sustainable growth and superior performance.

These conditions must be balanced with vigilance toward global and domestic economic dynamics, as well as the implementation of adaptive strategies. Reflecting prevailing uncertainties, the IMF projects global economic growth to slow to 3.1% (compared to 3.3% and 3.2% in 2024 and 2025, respectively), due to uneven recovery across countries and ongoing geopolitical fragmentation.

Domestically, BNI projects Indonesia's economic growth to remain solid at 5.2%, driven by household consumption and investment. Strengthening household consumption aligns with accommodative fiscal and monetary policies. Additionally, the Rupiah is projected to trade in the range of Rp15,900–Rp17,000 in 2026, due to the widening current account deficit amid declining commodity prices and external risks.

BNI has identified several external risks that require close monitoring going forward. First, uncertainty in global trade arising from reciprocal tariff policies. Second, economic slowdown among Indonesia's key trading partners. Third, a deeper slowdown in China's economy poses risks to Indonesia, given the significant economic concentration with China. Furthermore, China continues to face medium-term structural challenges, including a declining productive population, property sector crisis, and high private sector debt relative to GDP (approximately 190% of GDP). Fourth, foreign exchange risks stemming from global economic volatility.

Taking into account these global and national macroeconomic projections, BNI targets solid and realistic performance growth in 2026. The achievement strategy will focus on prudent liquidity management, sustainable credit expansion, strengthening asset quality, and enhancing digital and operational capabilities. BNI believes that the combination of strong internal transformation and strategic adaptation to external conditions will be key to reinforcing the Company's position as a national bank with global capabilities that can grow sustainably.

DEVELOPMENT OF THE IMPLEMENTATION OF BANK GOVERNANCE

The implementation of Governance—currently referred to as Governansi—has become a fundamental commitment for all members of the Board of Commissioners, the Board of Directors, and all employees of BNI in conducting business activities. This commitment is realized through the consistent and sustainable implementation of the four pillars of Indonesian Governance issued by the National Committee on Governance Policy (Komite Nasional Kebijakan Governansi/KNKG), namely Ethics, Transparency, Accountability, and Sustainability (ETAS). These four pillars serve as the primary foundation for responsible decision-making, promoting performance optimization, preventing conflicts of interest, and strengthening accountability to support the achievement of established business prospects.

In carrying out its duties and responsibilities and ensuring compliance with all governance principles amid macroeconomic dynamics and the business environment, in 2025 the Board of Directors convened 46 (forty-six) meetings of the Board of Directors and 8 (eight) joint meetings of the Board of Directors and the Board of Commissioners. In addition, to ensure that governance principles are duly considered in every strategic decision, BNI reorganized the committees under the Board of Directors, including the establishment of sub-committees, adjustments to membership, and refinement of duties and responsibilities, in alignment with prevailing regulations, best practices, and BNI's organizational structure.

In 2025, BNI conducted several assessments of the quality of governance implementation, both internally and by external parties, with the following results:

1. Self-Assessment, conducted periodically every semester in June and December, in accordance with OJK Regulation No. 17 of 2023 on the Implementation of Governance for Commercial Banks and OJK Circular Letter No.14/SEOJK.03/2025 on the Implementation of Governance for Commercial Banks. The Self-Assessment results indicated a composite rating of Rank 2, reflecting that BNI has generally implemented Good Corporate Governance effectively.
2. ASEAN Corporate Governance Scorecard (ACGS) assessment conducted by the Indonesia Institute for Corporate Directorship (IICD), which resulted in a weighted overall score of 118.24 points, placing BNI in the "Leadership in Corporate Governance" category or Level 5, signifying that BNI's GCG practices have broadly adopted international standards.

3. Corporate Governance Perception Index (CGPI) assessment conducted by Indonesia Institute for Corporate Governance (IICG), in which BNI successfully maintained its designation as The Most Trusted Companies with a score of 92.60.

These three assessment results serve as an important foundation for BNI in pursuing continuous improvement and strengthening the implementation of governance pillars more optimally. The Board of Directors consistently remains committed to reinforcing the application of Good Corporate Governance principles, supported by the implementation of an integrated risk management and compliance system, to enhance the quality of sound corporate management based on prudence, professionalism, and high ethical standards. The Board of Directors believes that consistent implementation of GCG principles can minimize potential risks that may affect BNI's business continuity, thereby ensuring organizational stability and performance while supporting the sustainable achievement of the Company's vision and mission.

RISK MANAGEMENT AND BANK SOUNDNESS LEVEL

The Bank Soundness Level represents the assessment results of BNI's condition, encompassing risk aspects (Risk-Based Bank Rating) and overall performance. BNI utilizes the Bank Soundness Level as a tool for early identification of potential issues, the formulation and implementation of corrective actions, and the determination of appropriate business strategies to support sustainable growth in the future.

The assessment of BNI's Bank Soundness Level refers to OJK Regulation No. 4/POJK.03/2016 on the Assessment of Soundness Level of Commercial Banks and OJK Circular Letter No. 14/SEOJK.03/2017 on the Assessment of Soundness Level of Commercial Banks, which is conducted based on the following four factors:

1. Risk Profile
   The Risk Profile assessment is conducted by evaluating Inherent Risk (risks inherent in BNI's activities) and the Quality of Risk Management Implementation (QRM) across eight types of risk.
2. Good Corporate Governance (GCG)
   The GCG assessment evaluates the quality of BNI's management in implementing corporate governance principles.
3. Earnings
   The Earnings factor assessment includes evaluation of earnings performance, sources of earnings, earnings sustainability, and earnings management.
4. Capital
   The Capital factor assessment includes evaluation of capital adequacy and the adequacy of capital management. In assessing capital adequacy, BNI aligns its capital position with its Risk Profile.

BNI conducts the Bank Soundness Level assessment and reports the results to the Financial Services Authority (Otoritas Jasa Keuangan/OJK) every six months (semi-annually) in June and December. As of 31 December 2025, BNI's Bank Soundness Level was rated "Sound (Sehat)," which indicates that:

1. BNI's overall condition is sound and deemed capable of withstanding significant adverse impacts from changes in business conditions and other external factors.
2. The ratings of the assessment factors (Risk Profile, Governance, Earnings, and Capital) are generally good. If any weaknesses exist, they are generally not significant.

BNI's Risk Profile, as one of the factors in the Bank Soundness Level assessment as of 31 December 2025, was rated Rank 2 (Low to Moderate), while the Bank Soundness Level remained at the "Sound" rating. This achievement demonstrates that risk management has become an integral strategic component of BNI's decision-making process.

INTERNAL CONTROL OVER FINANCIAL REPORTING

As part of its commitment to maintaining the integrity, accuracy, and transparency of financial information, the Board of Directors ensures that the implementation of Internal Control over Financial Reporting (ICOFR) is carried out comprehensively and on an ongoing basis. These internal controls encompass the processes of preparing, presenting, and reporting financial information in a proper, reliable, and accountable manner, thereby supporting management decision-making and fulfilling the needs of stakeholders. In its implementation, BNI refers to Financial Services Authority Regulation (POJK) Number 15 of 2024 concerning the Integrity of Bank Financial Reporting, which aims to strengthen the accuracy, reliability, and transparency of financial statements, as well as to ensure that all reporting processes are supported by effective and adequate internal control systems.

In addition, the implementation of ICOFR is aligned with the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Number SK-5/DKU.MBU/11/2024 concerning the Technical Guidelines for Internal Control over Financial Reporting, which serves as a mandatory guideline for SOEs in ensuring the integrity and reliability of financial reporting. To comply with these regulatory requirements and prevailing internal control principles, BNI has implemented a structured ICOFR framework that is integrated into its business processes, risk management, and corporate governance.

The ICOFR framework is implemented through five main stages, namely design, implementation and continuous monitoring, evaluation, remediation, and reporting.These stages are carried out to ensure control effectiveness, mitigate risks, and support the creation of high-quality and sustainable financial reporting.

ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

In leading the management of BNI, the Board of Directors is supported by a number of committees established in accordance with applicable banking regulations, with the aim of enhancing the effectiveness of decision-making and operational efficiency.

Board of Directors Supporting Committee



In 2025, the Board of Directors conducted an evaluation of the performance of all committees and provided a positive assessment of their contributions and achievements.The evaluation was based on benchmarks that had been determined and agreed upon at the beginning of the year, including the realization of duties in accordance with the Committee Charter, the fulfillment of competencies and skills of each committee member, performance achievements in 2025, and a high level of attendance and participation in both internal committee meetings and joint meetings with the Board of Directors, including consideration of decisions made during discussions. Based on the evaluation results, the Board of Directors concluded that all committees had performed their duties and functions well and in line with their intended objectives.

SUSTAINABLE FINANCE INITIATIVES AND THE IMPLEMENTATION OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) PRINCIPLES, AS WELL AS COMMITMENTS TO SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Sustainable Finance initiatives, the implementation of Environmental, Social, and Governance (ESG) principles, and commitments to Social and Environmental Responsibility form an integral part of BNI's long-term business strategy. These initiatives aim to ensure business sustainability while adhering to globally recognized sustainability principles. BNI's focus extends beyond improving financial performance to making positive contributions to society and the environment.

The implementation of sustainable finance principles has been integrated into BNI's core business. From a capital perspective, in 2025 BNI issued Sustainability Bonds totaling Rp5 trillion and obtained an "idAAA" rating from PEFINDO, as well as an independent opinion from Sustainalytics stating that BNI's Sustainability Bond framework is credible and in accordance with international and

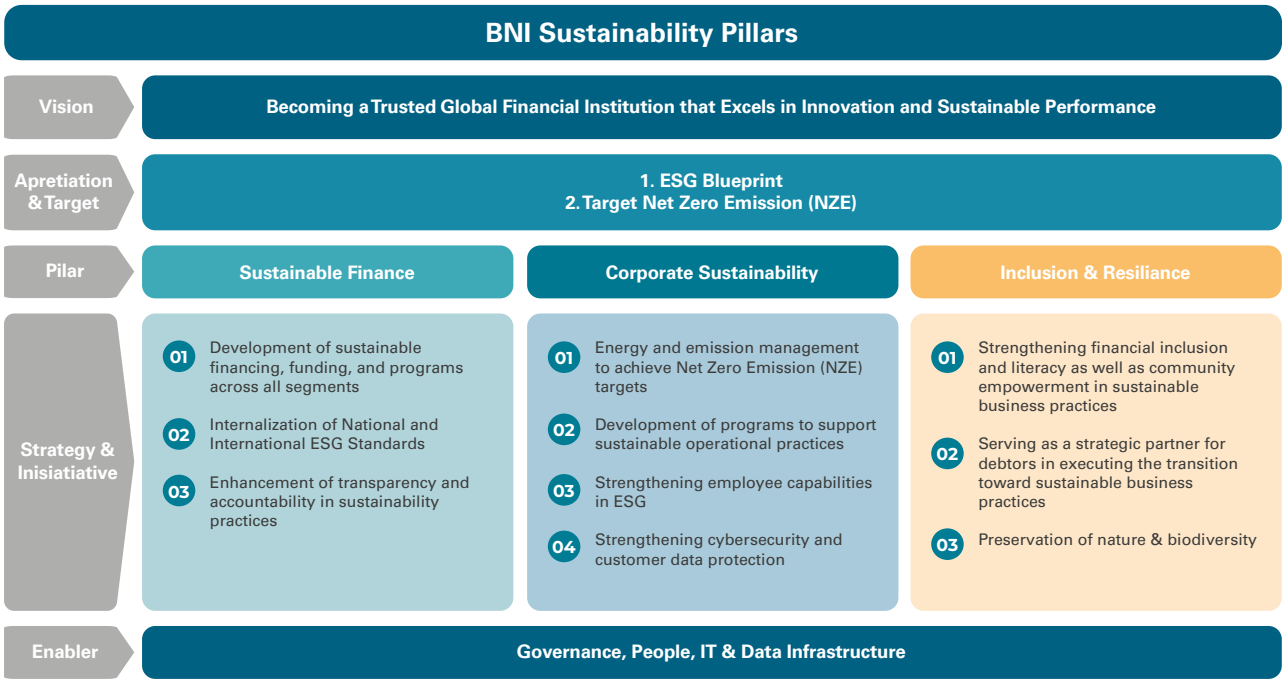
ASEAN standards. The funds raised will be used to finance new or existing financing, either directly or indirectly, for activities classified as Environmentally Sound Business Activities (KUBL) and Socially Sound Business Activities (KUBS) as regulated under POJK Number 18 of 2023. In addition, BNI previously issued Green Bonds worth Rp5 trillion in 2021, which were also rated "idAAA" by PEFINDO and received a Second Party Opinion from Sustainalytics.

On the financing side, BNI has expanded its sustainable portfolio by introducing Sustainability Linked Loans (SLL), which provide incentives for customers to improve their ESG performance. BNI also offers green financing schemes with preferential pricing to encourage the creation of sustainable positive impacts across various industrial sectors. Furthermore, BNI consistently undertakes emission reduction efforts as part of its contribution toward achieving the Net Zero Emission 2060 target.

As one of the pioneers of Green Banking in Indonesia, BNI is committed to internalizing sustainable finance principles into its values, work culture, business strategies, operational policies, and systems and procedures. This commitment is realized through the implementation of integrated strategies across all ESG performance aspects, thereby delivering added value to stakeholders and the environment.

As an Agent of Development, BNI also plays an active role in promoting the green transition in Indonesia. BNI views the green transition as a strategic necessity to achieve a sustainable future. In this context, the Indonesian Sustainable Finance Taxonomy (TKBI) serves as a key pillar in directing investments toward sustainable projects that provide benefits to society. TKBI was developed by regulators in response to national and international sustainable finance developments, as well as to address climate change financing challenges, support the transition toward Net Zero Emission (NZE), and encourage the achievement of the Sustainable Development Goals (SDGs)

BNI realizes that the transition to a green economy requires significant capital and investment support. Therefore, BNI provides Sustainability Linked Loans (SLL) as a strategic financing instrument for debtors who have sustainability targets that are in line with their business strategies. This program is offered to borrowers who have obtained endorsement from a Second Opinion Party, which is an independent institution that assesses the suitability and credibility of these sustainability targets.



BNI has a Sustainability Pillar as a form of commitment to sustainability that is structured based on BNI's vision. BNI's Sustainability Pillars are built on three main focuses, namely Sustainable Finance, Corporate Sustainability, and Inclusion & Resilience, which cover economic, social, and environmental risk management, including climate change risk. These sustainability pillars are the result of the formulation of the essence of BNI's 5 Sustainability Pillars, describing BNI's 3 main focuses in sustainability management.

Furthermore, in implementing Social and Environmental Responsibility (TJSL), BNI views it not merely as a regulatory compliance obligation, but as part of the implementation of BNI's Sustainability Pillars to build harmonious, collaborative, and mutually beneficial relationships with the environment, communities, and stakeholders at the local, national, and global levels. Through this approach, BNI strives to positively influence public mindsets while growing and developing together with Indonesian society.

BNI firmly avoids implementing TJSL programs that are merely image-oriented. BNI's primary focus is on understanding program objectives and the positive impacts generated, ensuring that TJSL implementation is conducted ideally, objectively, accurately targeted, and sustainably, in line with sustainable finance principles and in support of achieving the Sustainable Development Goals (SDGs).

In executing its TJSL strategies and programs, BNI adheres to the concept of sustainable finance by considering stakeholder expectations, compliance with applicable laws, and consistency with international norms of behavior. To ensure strong and measurable sustainability implementation, BNI periodically conducts Environmental, Social, and Governance (ESG) assessments by Morgan Stanley Capital International (MSCI) and Sustainalytics. Currently, BNI has achieved an MSCI ESG Rating of "A," reflecting strong performance in labor management, corporate behavior, and data privacy and security. In addition, BNI has successfully maintained a "Medium Risk" rating from Sustainalytics, demonstrating its strong commitment to upholding global sustainability standards.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

In order to ensure that BNI remains competitive, compliant with regulations, and adaptive to the evolving dynamics of the banking business environment, in 2025 BNI implemented changes to the composition of its Board of Directors through the Annual General Meeting of Shareholders (AGMS) held on March 26, 2025.

The 2025 AGMS honorably discharged Mr. Royke Tumilaar as President Director, Mr. I Made Sukajaya as Director of Enterprise and Commercial Banking, Mr. Mucharom as Director of Human Capital and Compliance, and Ms. Novita Widya Anggraini as Director of Finance. On behalf of all BNI Hi-Movers, we express our sincere gratitude for the dedication and contributions rendered for the advancement of BNI.

The 2025 AGMS reassigned Mr. Putrama Wahju Setyawan from his previous position as Vice President Director to President Director, Mr. Hussein Paolo Kartadjoemena from Director of Digital and Integrated Transaction Banking to Director of Finance & Strategy; Mr. Munadi Herlambang from Director of Institutional Banking to Director of Human Capital and Compliance; Mr. Agung Prabowo from Director of Wholesale and International Banking to Director of Corporate Banking; and Mr. Toto Prasetyo from Director of Technology and Operations to Director of Information Technology.

At the 2025 Annual General Meeting of Shareholders, the Company appointed Ms. Alexandra Askandar as Vice President Director; Ms. Rian Kaslan as Director of Network & Retail Funding; Mr. Muhammad Iqbal as Director of Commercial Banking; Mr. Abu Santosa Sudradjat as Director of Treasury & International Banking; and Mr. Eko Setyo Nugroho as Director of Institutional Banking. On behalf of the Board of Directors and BNI Hi-Movers, we warmly welcome the newly appointed members. We are confident that the strengthened composition of the Board of Directors will continue to drive sustainable performance growth for BNI.

Accordingly, as of December 31, 2025, the Board of

Directors comprised 13 (thirteen) members, consisting of 1 (one) President Director, 1 (one) Vice President Director, and 11 (eleven) Directors.

Name	Position	Basis of Appointment	Term of Office	Effective Date of Appointment*)
Putrama Wahju Setyawan	President Director	Decision of the Extraordinary GMS on August 31, 2022	2022-2027 (First Period)	June 5, 2025
Alexandra Askandar	Deputy President Director	Decision of the Annual GMS on March 26, 2025	2025-2030 (First Period)	June 5, 2025
Hussein Paolo Kartadjoemena	Finance & Strategy Director	Decision of the Annual GMS on March 4, 2024	2024-2029 (First Period)	September 2, 2024
Corina Leyla Karnalies	Consumer Banking Director	Decision of the Annual GMS on February 20, 2020, reappointed through Decision of the Annual GMS on March 26, 2025	2020-2025 (First Period) 2025-2030 (Second Period)	25 Juni 2020 (First Period) March 26, 2025 (Second Period)
David Pirzada	Risk Management Director	Decision of the Extraordinary GMS on September 2, 2020, reappointed through Decision of the Annual GMS on March 26, 2025	2020-2025 (First Period) 2025-2030 (Second Period)	30 November 2020 (First Period) March 26, 2025 (Second Period)
Ronny Venir	Operations Director	Decision of the Extraordinary GMS on September 2, 2020, reappointed through Decision of the Annual GMS on March 26, 2025	2020-2025 (First Period) 2025-2030 (Second Period)	5 November 2020 (First Period) March 26, 2025 (Second Period)
Toto Prasetio	Information Technology Director	Decision of the Extraordinary GMS on August 31, 2022	2022-2027 (First Period)	January 31, 2023
Agung Prabowo	Corporate Banking Director	Decision of the Annual GMS on March 4, 2024	2024-2029 (First Period)	October 9, 2024
Muhammad Iqbal	Commercial Banking	Decision of the Annual GMS on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Rian Eriana Kaslan	Network & Retail Funding Director	Decision of the Annual GMS on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Abu Santosa Sudradjat	Treasury & International Banking Director	Decision of the Annual GMS on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Eko Setyo Nugroho	Institutional Director	Decision of the Annual GMS on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Munadi Herlambang	Human Capital & Compliance Director	Decision of the Annual GMS on March 4, 2024	2024-2029 (First Period)	December 1, 2025

From December 31, 2025 through the date of issuance of this Annual Report, there have been no changes in the composition or structure of the Board of Directors.

APPRECIATION AND CLOSING

In closing, on behalf of all members of the Board of Directors, we would like to convey our highest appreciation and sincere gratitude to the Board of Commissioners for their guidance, direction, and advice in supporting the execution of the Board of Directors' duties and responsibilities throughout the year. We also express our gratitude to our shareholders, customers, and business partners for their ongoing support, trust, and strong collaboration.

The Board of Directors extends its sincere appreciation to all BNI Hi-Movers for their unwavering commitment, dedication, and professionalism in fulfilling their respective roles and responsibilities. The collective spirit, resilience, and performance of BNI's employees have been instrumental in advancing the Bank's Vision, Mission, and Business Plan throughout 2025.

We also express our appreciation to all stakeholders for their continued collaboration and support, which have enabled BNI to sustain its business operations amid intensifying industry competition and evolving challenges.

Looking ahead, we are confident that these achievements provide a strong foundation for BNI to further optimize its potential and deliver sustainable performance in the years ahead. May God Almighty continuously bestow blessings, ease, and perfection in every step we remain focused on contributing meaningfully to BNI's long-term value creation and supporting the continued growth of the Indonesian economy.

Jakarta, February 13, 2026
On behalf of the Board of Directors of
PT Bank Negara Indonesia (Persero) Tbk,



Putrama Wahju Setyawan
President Director



Board of Directors



Toto Prasetio
Information Technology Director

Muhammad Iqbal
Commercial Banking Director

Eko Setyo Nugroho
Institutional Director

Putrama Wahju Setyawan
President Director

David Pirzada
Risk Management Director

Rian Eriana Kaslan
Network & Retail Funding Director

Hussein Paolo Kartadjoemena
Finance and Strategy Director



Alexandra Askandar
Deputy President Director

Corina Leyla Karnalies
Consumer Banking Director

Abu Santosa Sudradjat
Treasury & International Banking Director

Munadi Herlambang
Human Capital and Compliance Director

Ronny Venir
Operations Director

Agung Prabowo
Corporate Banking Director

Board of Commissioners' Responsibility Statement for the 2025 Annual Report of PT Bank Negara Indonesia (Persero) Tbk

We the undersigned, Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk hereby declare that we have reviewed and approved the 2025 Annual Report of PT Bank Negara Indonesia (Persero) Tbk and declare that all information in the Annual Report is presented in its entirety, and that we take full responsibility for the correctness of the contents of this Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, February 13, 2026

Board of Commissioners



Omar Sjawaldy Anwar
President Commissioner/Independent Commissioner



Tedi Bharata
Vice President Commissioner



Vera Febyanthy
Independent Commissioner



Didik Junaedi Rachbini
Independent Commissioner



Donny Hutabarat
Commissioner



Febrio Nathan Kacaribu*
Commissioner

* Has not been effective

Board of Directors' Responsibility Statement for the 2025 Annual Report of PT Bank Negara Indonesia (Persero) Tbk

We the undersigned, Board of Directors of PT Bank Negara Indonesia (Persero) Tbk hereby declare that we have reviewed and approved the 2025 Annual Report of PT Bank Negara Indonesia (Persero) Tbk and declare that all information in the Annual Report is presented in its entirety, and that we take full responsibility for the correctness of the contents of this Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, February 13, 2026

Board of Directors

Putrama Wahju Setyawan
President Director

Alexandra Askandar
Deputy President Director

Hussein Paolo Kartadjoemena
Finance and Strategy Director

Corina Leyla Karnalies
Consumer Banking Director

David Pirzada
Risk Management Director

Ronny Venir
Operations Director

Toto Prasetio
Information Technology Director

Agung Prabowo
Corporate Banking Director

Muhammad Iqbal
Commercial Banking Director

Rian Eriana Kaslan
Network & Retail Funding Director

Abu Santosa Sudradjat
Treasury & International Banking Director

Eko Setyo Nugroho
Institutional Director

Munadi Herlambang
Human Capital and Compliance Director



03

COMPANY PROFILE

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General Company Information [ACGS B.5.1]

Company Name
PT Bank Negara Indonesia (Persero) Tbk

Nick Name
BNI

Information on Name Change
There were no name changes in the 2025 fiscal year.

Domicile
Jakarta

Business Activity
Banking and Other Supporting Business Activities.

Business Segments
- Wholesale & International Banking
- Treasury
- Institutional Banking
- Enterprises & Commercial Banking
- Retail Banking
- Head Office
- Subsidiaries and Share Ownership through Subsidiaries

Date of Establishment
July 5, 1946

Legal Basis of Establishment
- Government Regulation in Lieu of Law No. 2 in 1946
- Republic of Indonesia State Gazette No. 70 of 1968
- UU No. 17 of 1968 concerning Bank Negara Indonesia 1946
- PP No. 19 of 1992 concerning Adjustment of the Legal Form of Bank Negara Indonesia to Become a Limited Liability Company (Persero)
- Deed of Establishment: Notarial Deed No. 131 dated July 31, 1992

Total Assets 2025
IDR1,362,054,731,115,090.00

Authorized Capital
IDR15,000,000,000,000.00

Issued and Fully Paid Capital
IDR9,054,806,974,125.00

Listing Date on Indonesia Stock Exchange
November 25, 1996

Ticker Code
BBNI

Share Ownership as of December 31, 2025

Share Ownership	Number of Shares (shares)	Ownership Percentage (%)
Republic of Indonesia	1	0.00
PT Danantara Asset Management (Persero)	22,378,387,749	60.00
Public	14,918,925,166	40.00

Number of Employees
- 2024: 27,203 people
- 2025: 27,201 people

Office Network 2025
- 1 Head Office
- 17 Region Offices
- 197 Branch Offices
- 1,579 Sub-Branch Offices
- 20 Commercial Business Center
- 26 SME Business Center
- 12 Consumer Loan Processing Center
- 13,391 ATM/CRM (including 9 ATM Overseas)
- 330 BNI DigiCS
- 6 Subsidiaries
- 2 Share Ownership through Subsidiaries
- 10 Overseas Office Networks

More detailed information on the office network can be found in the Business Areas Map, and Names and Addresses of Subsidiaries, Associated Entities, Branch Offices, Overseas Representative Offices, and Regional Offices in the Company Profile Chapter in this Annual Report.

BNI Agen46
157,632 (2021)
164,979 (2022)
185,697 (2023)
213,370 (2024)
217,013 (2025)

Subsidiaries
- PT BNI Multifinance
- PT BNI Sekuritas
- PT BNI Life Insurance
- BNI Remittance Ltd.
- PT Bank Hibank Indonesia
- PT BNI Modal Ventura

Share Ownership through Subsidiaries
- PT BNI Asset Management
- BNI Securities Pte. Ltd.

Gratification & Anti-Bribery Complaints
Compliance Information Management System (CIMS) at www.cims.bni.co.id
E-mail : gratifikasi@bni.co.id

Whistleblowing System
Telephone: 021 - 57853377
Website: http://bni-transparan.tipoffs.com.sg
E-mail: bni-transparan@tipoffs.com.sg
Letter: BNI Transparan, P.O. BOX 2646, JKP 10026
SMS/WhatsApp: 0811-970-1946

Access to the Company Including Branch Offices or Representative Offices Network

Head Office

Grha BNI
Jl. Jenderal Sudirman Kav. 1
Jakarta 10220
Tel. : (62-21) 251 1946
E-mail : bnicall@bni.co.id
PO Box 1946

Website
Website: www.bni.co.id

Company Contact
Corporate Secretary
Okki Rushartomo
Grha BNI 24th floor
Jl. Jenderal Sudirman Kav. 1
Jakarta 10220
E-mail : corporate.secretary@bni.co.id

Investor Relations
Investor Relations Divisions
Grha BNI 21st floor
Jl. Jenderal Sudirman Kav 1
Jakarta 10220
Tel. : (62-21) 572 8308
E-mail : ir@bni.co.id

Call Center
24 hour service BNI Call 1500046
Service Contact from Overseas:
+62-21-30500046

Social Media
X : @BNI
Facebook : BNI
Instagram : @bni46

Regional Offices

Regional Office 01
Jl. Pemuda No. 12, 4th floor
Medan 20151
Tel. : (061) 4567110, 4567002
Fax. : (061) 4567105, 4515754

Regional Office 02
Jl. Dobi No. 1, 3rd floor Padang 25138
Tel. : (0751) 890005-08
Fax. : (0751) 890010-11

Regional Office 03
Jl. Jend. Sudirman No. 132
Palembang 30126
Tel. : (0711) 361961-65, 321046
Fax. : (0711) 361966, 374160

Regional Office 04
Jl. Perintis Kemerdekaan No. 3
Bandung 40117
Tel. : (022) 4240431-39, 4240534
Fax. : (022) 4240432-4214926-4213107

Regional Office 05
Jl. Letjen. M.T. Haryono No. 16
Semarang 50122
Tel. : (024) 3556747, 3556746
Fax. : (024) 3547686, 3520636

Regional Office 06
Jl. Jend. A. Yani No. 286
Gedung Graha Pangeran 3rd-4th floor
Surabaya 60292
Tel. : (031) 8292820 - 26
Fax. : (031) 8292805, 8292841

Regional Office 07
Jl. Jend. Sudirman No. 1, 3rd floor
Makassar 90115
Tel. : (0411) 3620355-56, 3621926
Fax. : (0411) 3619562, 3625395

Regional Office 08
Jl. Raya Puputan Renon No. 27, 2nd floor
Renon Denpasar 82265
Tel. : (0361) 263304 - 08
Fax. : (0361) 227874, 263319

Regional Office 09
Jl. Lambung Mangkurat No. 30 Banjarmasin 70111
Tel. : (0511) 3353689, 3357063
Fax. : (0511) 3354409, 3357066

Regional Office 10
Jl. Jend. Gatot Subroto No. 55
Jakarta Pusat 10210
Tel. : (021) 2500025, 5706057 (Hunting)
Fax. : (021) 2500033

Regional Office 11
Jl. Dotulolong Lasut No. 1
Manado 95122
Tel. : (0431) 868019, 862777
Fax. : (0431) 851852/865458

Regional Office 12
Jl. Lada No. 1 Jakarta 11110
Tel. : (021) 6901131, 2601090, 2601148
Fax. : (021) 6901131, 6901182, 2601165, 2601179

Regional Office 14
Gedung BNI Regional Office Jakarta BSD, 7th floor
Kav. Sunburst Lot.1-5
Jl. Pahlawan Seribu Lengkong Gudang BSD City Kota
Tangerang Selatan, Banten
Tel. : (021) 80826860
Fax. : (021) 29514074

Regional Office 15
Gedung Jatinegara 88 Office
Jl. Jatinegara Timur No. 88
Jakarta Timur 13310
Tel. : (021) 22898972
Fax. : (021) 22898972

Regional Office 16
Jl. Kelapa II Entrop, Kota Jayapura Papua 99224
Tel. : (0967) 5355311, 522354
Fax. : (0967) 533316

Regional Office 17
Jl. Trikora No. 1
Yogyakarta 55122
Tel. : (0274) 376287
Fax. : (0274) 2872414

Regional Office 18
Jl. Jend. Basuki Rahmat No. 75 – 77 Malang 65179
Tel. : (0341) 3611945-47
Fax. : (0341) 324565, 354767

Overseas Branch Offices

SINGAPORE OVERSEAS OFFICE
BNI Tower
30 Raffles Place #26-01 & #27-01
Singapore 048622
Tel. : +65 6225 7755
Fax. : +65 6225 4757

HONG KONG OVERSEAS OFFICE
G/F Far East Finance Center,
16 Harcourt Road, Admiralty,
Central Hong Kong
Tel. : +852 25299871, 28618600
Fax. : +852 28656500

TOKYO OVERSEAS OFFICE
Nurihiko Building South Tower
1st & 9th Floor, 2-10-2 Kyobashi,
Chuo-ku, Tokyo 104-0031, Japan
Tel. : +81 3 5579 9990
Fax. : +81 3 3561 3331

LONDON OVERSEAS OFFICE
30 King Street, London EC2V 8AG United Kingdom
Tel. : +44 20 7776 4646
Fax. : +44 20 7776 4699

NEW YORK OVERSEAS OFFICE
One Liberty Plaza 27th Floor,
1 Liberty St. New York,
NY 10006, USA.
Tel. : +1 212 943 4750
Fax. : +1 212 344 5723

SEOUL OVERSEAS OFFICE
The Korea Chamber of Commerce
& Industry (KCCI) Building
2nd & 6th Floor
39, Sejongdaero, Jung-gu, Seoul,
South Korea 04513
Tel. : +82 2 6050 1932/1946
Fax. : +82 2 6050 1929

Overseas Sub-Branch Offices

OSAKA SUB BRANCH OFFICE
Tatsuno Honmachi Building 3rd Floor
3-5-2 Honmachi Chuo-ku Osaka,
541-0053, Japan
Tel. : +81 6 4963 2186
Fax. : +81 6 4963 2486

Remittance Center

Limited Purpose Branch (LPB)
City Plaza
810 Geylang Road #01-100/101
Singapore 409286
Tel. : +65 6745 1946

Representative Office

Amsterdam Representative Office
World Trade Center (WTC) Amsterdam,
Tower C, 12th Floor,
Strawinskylaan 1251, 1077 XX Amsterdam
Tel. : +31 618832758

Sydney Representative Office
30th floor Salesforce Tower,
Suite 30.1B.
180 George St, Sydney NSW 2000,
Australia

Subsidiaries

PT BNI Multifinance
Graha Binakarsa 11th Floor Lot. E-F dan 12th Floor,
Jl. HR. Rasuna Said Kav. C-18, Kuningan,
Jakarta Selatan 12940
Hotline : (021) 2519 5646
Website : www.bnifinance.co.id

PT BNI Sekuritas
Sudirman Plaza Indofood Tower 16th Fl,
Jl. Jend. Sudirman Kav. 76-78
Jakarta 12910
Phone: (021) 2554 3946
Fax: (021) 5793 5831
E-mail: corcomm@bnisekuritas.co.id
Website: www.bnisekuritas.co.id
Customer Care: 14016

PT BNI Life Insurance
Centennial Tower 11th Fl
Jl. Gatot Subroto Kav. 24-25
Jakarta 12930
Tel. : (021) 2953 9999
Fax. : (021) 2953 9998
Website : www.bni-life.co.id
E-mail : care@bni-life.co.id
Call Center : 1-500-045

BNI Remittance Ltd.
Shop 3, on GF, Keswick Court
No. 3 Keswick Street, Causeway Bay Hong Kong
Tel. : +852 28908082
Fax. : +852 28908182

PT Bank Hibank Indonesia
Rajawali Place, 22nd-23rd Floor
Jl. H.R. Rasuna Said Kav.B4
Setiabudi, Jakarta Selatan 12910
Tel. : (021) 86657888/86657899
Website : www.hibank.co.id
E-mail : customercare@hibank.co.id
Call Center : 1500910

PT BNI Modal Ventura
Menara BNI Lantai 2
Jl. Pejompongan Raya No.7, Bendungan Hilir, Tanah Abang
Jakarta Pusat 10210
Website : www.bniventures.co.id

Share Ownership through Subsidiaries

PT BNI Asset Management
Centennial Tower 19th Floor
Jl. Gatot Subroto Kav. 24-25
Jakarta 12930
Tel. : (021) 2996 9646
(021) 2996 9647
Website : www.bni-am.co.id
E-mail : customerservices@bni-am.co.id

BNI Securities Pte. Ltd.
BNI Tower
30 Raffles Place #26-01
Singapore 048622
Websites : https://bnisecurities.com.sg
E-mail : corporate.secretary@bnisecurities.com.sg

Company Identity

BNI
Serving the Country, the Pride of the Nation

The Slogan "Melayani Negeri, Kebanggaan Bangsa" means "Serving the Country, the Pride of the Nation", and is the Bank's philosophy and vision to deliver a high impact that can be felt by all Indonesian people

As the first state bank in Indonesia that was established on July 5, 1946, and popularly known as BNI 46, the number 46 is chosen as the BNI Logo to further strengthen the corporate signature as a state-owned bank that has been in operation for 79 years. The color scheme in the BNI 46 logo is dominated by orange, symbolizing the spirit of BNI that continues to move forward to compete and be agile in capturing business opportunities in the digital era, so as to become a leading digital financial institution. Orange also illustrates the new passion, in which BNI always innovates continuously to serve all segments of Indonesian people. In addition, orange also conveys the message that BNI has a strong belief to achieve expectations and always shine throughout time. Meanwhile, the turquoise color on the BNI logo reflects the strength, authority and stability of BNI, as well as implies a unique and modern image.

Since 2021, BNI has established a value proposition as a provider of digital-based integrated financial solutions with international excellence. As a comprehensive and trusted Digital Financial Institution, BNI will continue to provide digital innovation experiences, both in terms of corporate and consumer banking, for people throughout the country as well as overseas.

Brief History of the Company

PT Bank Negara Indonesia (Persero) Tbk (hereinafter referred to as "BNI") was established by the Government of the Republic of Indonesia on July 5, 1946, pursuant to Government Regulation in Lieu of Law No. 2 of 1946 on the Establishment of Bank Negara Indonesia (BNI), hereinafter referred to as the BNI Law of 1946 dated July 5, 1946. Through this regulation, BNI—previously known as Poesat Bank Indonesia and operating as a foundation—was officially transformed into Bank Negara Indonesia and assigned the functions of both a circulation bank/central bank and a commercial bank.

BNI held the exclusive authority as the circulation bank/central bank to regulate the issuance and circulation of the Oeang Republik Indonesia (ORI) within the territory of the Republic of Indonesia. In addition, BNI also performed commercial banking functions, continuing the operations previously carried out by Poesat Bank Indonesia. The formal inauguration of BNI took place in Yogyakarta on August 17, 1946, coinciding with the first anniversary of the Proclamation of Independence of the Republic of Indonesia. Following the Round Table Conference, which concluded on November 2, 1949, BNI's status as a central bank was revoked, with De Javasche Bank designated as the central bank, while BNI was assigned the role of a development bank.

On February 4, 1955, BNI was designated as a commercial bank pursuant to Emergency Law No. 2 of 1955 concerning Bank Negara Indonesia. Subsequently, in 1961, the Emergency Law was enacted into permanent law, affirming BNI's mandate to assist and promote public welfare and national economic development.

In 1965, BNI underwent another name change to "Bank Negara Indonesia Unit III" pursuant to Presidential Decree No. 17 of 1965 on the Integration of State-Owned Commercial Banks and the Postal Savings Bank into a Single Bank.

In 1968, under Law No. 17 of 1968, which specifically regulates the business activities of Bank Negara Indonesia, the official name "Bank Negara Indonesia Unit III" was changed to "Bank Negara Indonesia 1946". Through this law, BNI was mandated to improve the people's economy and actively participate in national development.

In 1992, pursuant to Government Regulation No. 19 of 1992 dated April 29, 1992 on the Adjustment of the Legal Form of Bank Negara Indonesia 1946 into a Limited Liability Company (Persero), BNI's legal form was converted into a Limited Liability Company (Persero). Through this regulation, Bank Negara Indonesia 1946 was formally dissolved, with all rights and obligations, assets, and employees existing at the time of dissolution transferred to PT Bank Negara Indonesia (Persero).

This legal transformation marked an important milestone in the establishment of PT Bank Negara Indonesia (Persero), whose objectives and purposes, as stipulated in Article 2, Chapter II of Government Regulation No. 19 of 1992, are to conduct banking business in the broadest sense and other activities supporting such banking operations.

The conversion into a Persero company was formalized through Notarial Deed No. 131 dated July 31, 1992, executed before Muhani Salim, S.H., and subsequently approved by the Minister of Justice of the Republic of Indonesia under Decree No. C2-6582.HT.01.01.TH.92, and announced in the State Gazette of the Republic of Indonesia No. 73 dated September 11, 1992, Supplement No. 1A.

In 1996, BNI listed its shares on the Jakarta Stock Exchange and the Surabaya Stock Exchange (currently the Indonesia Stock Exchange), becoming the first State-Owned Bank (SOE) to go public. This listing aimed to strengthen BNI's financial structure and enhance its competitiveness within the banking industry. Other corporate actions undertaken by BNI include the Government-led recapitalization in 1999, the divestment of Government shares in 2007, and a limited public offering of shares in 2010.

On October 6, 2023, the Company implemented a Stock Split, in accordance with Financial Services Authority (OJK) Regulation No. 15/POJK.04/2022 concerning Stock Splits and Reverse Stock Splits by Public Companies, following approval at the Extraordinary General Meeting of Shareholders held on September 19, 2023. The stock split was conducted to increase demand for the Company's shares by broadening its investor base, using a 1:2 split ratio.

As of the end of 2025, 60% of BNI's shares were owned by the Government of the Republic of Indonesia, comprising 1 Series A Dwiwarna share representing 0.000% ownership held by the Badan Pengaturan Badan Usaha Milik Negara, and 22,378,387,749 shares representing 60.000% ownership held by PT Danantara Asset Management (Persero). The remaining 40% of shares were held by the public, including both domestic and foreign individual and institutional investors. In addition, BNI is supported by several subsidiaries to strengthen its integrated financial services, including PT BNI Multifinance, PT BNI Sekuritas, PT BNI Life Insurance, BNI Remittance Ltd., PT Bank Hibank Indonesia, and PT BNI Modal Ventura.

To date, BNI is recognized as one of the largest national banks in Indonesia in terms of total assets, total loans, and total third-party funds. BNI consistently provides comprehensive funding and financing services across corporate, middle-market, and small business segments. Its diverse range of products and services continues to be developed to align with customer needs at every stage of life, from childhood and adolescence through adulthood and retirement.

CHANGE OF NAME

By the end of 2025, BNI had undergone five name changes, as detailed in the table:

No.	Name	Reason of Change	Effective Date of Name Change
1.	Bank Negara Indonesia	In 1946, through Government Regulation in Lieu of Law No. 2 of 1946, BNI's name was officially changed from "Poesat Bank Indonesia" to "Bank Negara Indonesia".	1946
2.	Bank Negara Indonesia Unit III	In 1965, BNI changed its name from Bank Negara Indonesia to "Bank Negara Indonesia Unit III" through Law No. 17 of 1965.	1965
3.	Bank Negara Indonesia 1946	In 1968, through Law No. 17 of 1968, the Government reorganized BNI's business activities and changed the name of Bank Negara Indonesia Unit III to Bank Negara Indonesia 1946.	1968
4.	Perusahaan Perseroan (Persero) Bank Negara Indonesia	Adjustments of the legal form by the Government of Indonesia through Government Regulation No. 19 of 1992 dated April 29, 1992 concerning the Adjustment of the Legal Form, Bank Negara Indonesia 1946 became a Limited Liability Company (Persero).	April 29, 1992
5.	PT Bank Negara Indonesia (Persero) Tbk	Adjustment to Law No. 40 of 2007 concerning Limited Liability Companies, BNI added "PT" as a limited liability company and "Tbk" as a public company.	June 13, 2008

Vision, Mission, and Corporate Culture

[ACGS D.1.4]

VISION

To become a Financial Institution with Sustainable Service and Performance Excellence

Vision Explanation

01

TO BECOME A FINANCIAL INSTITUTION

a. Technological developments in the digital era and changes in customer preferences have prompted banks to be able to develop their product and service propositions to meet the increasingly complex customer needs. This development is supported by the increasingly integrated and complementary financial service products, as well as the emerging of Fintech era in financial services.
b. Increasingly complex customer needs for financial services, for banking transactions, sharia, investment, insurance, and alternative financing besides credit.
c. The policy issued by the regulator (FSA) encourages integrated governance (corporate governance, compliance, auditing, and risk management) in conglomeration management for group companies that own banks and other financial services.

02

EXCELS IN SERVICES

a. Services are key and are offered to customers of financial service providers.
b. Excellent services and a positive customer experience will add value for customers when choosing a financial institution.
c. Financial institution services are required to cover all customer segments so as to make financial institutions a lifetime financial partner and a total financial solutions provider, customized to customer needs, and includes serving the business ecosystem in an integrated manner.

03

EXCELS IN PERFORMANCE

a. The Company's financial performance is an aspect that can increase the value for customers, investors, employees, communities and industry.
b. Good company performance is a benchmark to seeing the company health level and excellence in the industry.
c. Good company performance also increases the Company's sustainability (sustainable growth).
d. Company performance is supported by the performance of the entire organization at all levels to be the best.

04

SUSTAINABILITY

a. Services provided to customers and company performance illustrates the company's success that must be maintained in supporting the company's existence in the financial industry.
b. Excellent service and performance needs to be carried out to provide positive feedback to shareholders over an indefinite period of time.

MISSION

1. Providing excellent services and digital solutions to all customers, and as the primary partner of choice.
2. Strengthening international services to support the needs from our global business partner.
3. Increasing the prime investment value for investors
4. Creating the best conditions for employees as a place of pride for work and accomplishment.
5. Increasing awareness and responsibility to the environment and society.
6. Becoming a reference for the implementation of compliance and good corporate governance for industry.

BNI's mission covers the 5 (five) key stakeholders that influence BNI's Vision achievement in providing superior service and performance. The 5 (five) key stakeholder groups are:

1	2	3	4	5
Customers (including global business customers)	**Investor**	**Employees**	**Communities**	**Government**

Mission Explanation

BNI's mission explanation is as follows:

1. Providing excellent services and digital solutions to all customers, and as the primary partner of choice, as follows:
   a. Providing complete, integrated, quality, reliable, and dependable products/banking services;
   b. Providing "one stop solution" services for both business and individual customers;
   c. Providing best-in-class products and services;
   d. Improving customer experience for processes considered critical by customers;
   e. Proactively making adjustments and improvements in accordance with development of customer needs and demands for quality products/services offered by BNI;
   f. Providing convenience for customers in conducting transactions through digital solution services.
2. Strengthening international services to support the needs from our global business partners:
   a. Providing quality products as the partner of choice for Indonesian companies to expand globally;
   b. Providing gateway services to help foreign companies penetrating Indonesian market;
   c. Providing financial institution products/ services to Indonesians living abroad.
3. Increasing the investment value for investors
   a. Achievement of maximum operating profit (profitability);
   b. Growth that is sustainable and can be justified (sustainable growth);
   c. Healthy financial institutions;
   d. Cost control (cost effectiveness);
   e. Stable and increasing share prices.

4. Creating the best conditions for employees as a place of pride for work and achievement
   a. Providing equal and broad opportunities for increasing knowledge, skills, and certainty of career paths;
   b. Creating and supporting talent management programs to create future leaders for both BNI and Indonesia;
   c. Providing facilities and a work environment that is safe, comfortable, harmonious to support the achievement of the target of increasing productivity.
5. Increasing awareness and responsibility to the environment and society
   a. Actively serving banking needs for all levels of society;
   b. Actively seeking and entering new businesses that are in line with the latest rules and regulations;
   c. Actively developing international business for business expansion in prospective countries;
   d. Actively improving the quality of the environment and community in line with business development.
6. Becoming a reference for the implementation of compliance and good corporate governance for industry
   a. Implementation of integrated risk management;
   b. Accommodate whistle blowers to protect the interests of the Company and society;
   c. Active communication between Company Management and all employees and leaders who can become role models;
   d. Actively updating rules, regulations, and implementing them in a disciplined and systematic manner, to become a trusted financial institution.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REVIEW OF THE VISION AND MISSION

BNI's Vision and Mission are formulated by considering all stakeholders, including the Board of Commissioners, Management, Subsidiaries, representatives of all levels of employees, the community, investors, customers, government, and relevant experts in the financial industry. This is done through various methods such as surveys, interviews, and joint discussions.

BNI's Vision and Mission were outlined in the Long-Term Plan in accordance with the Board of Commissioners' approval No. DK/60 dated November 24, 2023 and the Bank Business Plan (RBB) 2024-2026 in accordance with the Board of Commissioners' approval No. DK/181 dated November 14, 2024. Each year, BNI's Vision and Mission are reviewed in accordance with the Company's current conditions as a reference for formulating future business strategies.

In line with changes in the banking industry landscape, the acceleration of digital transformation, and increasing intensity of international competition, BNI has refined and sharpened its Vision, Mission, and Strategy as part of an ongoing strategic evaluation process. This step is undertaken to clarify the Company's strategic direction, sharpen its business focus, and ensure BNI's readiness to compete at the global level.

Such refinement and sharpening include strengthening BNI's position as a financial institution with global capabilities and competitiveness, oriented toward sustainable value creation, and capable of delivering integrated and relevant financial solutions to customers. The utilization of innovation and technology serves as a key enabler in supporting the implementation of the refined Vision and Mission.

With this sharpening, BNI's Vision and Mission not only function as long term directional statements, but also serve as a more focused and operational strategic foundation for business strategy formulation, priority setting, and the acceleration of BNI's transformation going forward. In this regard, BNI will reaffirm its Vision, **"To be a Trusted Global Financial Institution with Excellence in Innovation and Sustainable Performance"**, accompanied by the following Mission **"1) Providing Innovative Financial Services and Digital Solutions to Meet the Needs of Domestic and International Customers; 2) Creating Optimal Value for Investors, while Maintaining Integrity and Good Corporate governance; and 3) Becoming a Strategic Partner for Indonesia's Economic Growth"**.

VISION AND MISSION STRATEGY ACHIEVEMENT STRATEGY

The strategies have been outlined in long-term and short-term documents, and are used as a reference in running BNI's business, where these strategies and their realization are reported periodically to the regulator (FSA).

Corporate Culture

BNI determines and enforces "AKHLAK", as the key value, which consists of Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative, and must be followed by all BNI personnel when carrying out their daily duties.

AKHLAK

A — Trustworthy
Holding fast the trust given.
- Keeping promises and commitments;
- Be responsible with the duties, decisions made, and actions taken;
- Upholding moral and ethical values.

K — Competent
Continuing to learn and develop capabilities.
- Improving self-competence to respond to ever-changing challenges;
- Helping others to learn;
- Accomplishing duties with highest quality.

H — Harmonious
Caring for each other and respecting differences.
- Respect everyone regardless of their background;
- Likes to help others;
- Building conducive work environment.

L — Loyal
Dedicated to and prioritizing the interests of the Nation and Country.
- Maintaining reputation of fellow employees, leaders, SOE, and the State;
- Willing to sacrifice to achieve a greater goal;
- Obeying the leader as long as not against the law and ethics.

A — Adaptive
Continuing to innovate and be enthusiastic in driving or facing change.
- Promptly adjusting oneself to be better;
- Continuously making improvements;
- Be proactive.

K — Collaborative
Building synergistic cooperation.
- Providing opportunities for various parties to contribute;
- Be open in working together to generate added values;
- Mobilizing the use of various resources for common goals.

Company Culture Socialization and Internalization

APPLICATION OF AKHLAK

AKHLAK application at BNI is supported and accelerated by the transformation of work culture, aiming to align with BNI's values. The AKHLAK Core Values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) were mandated by the Ministry of SOEs. The process of internalizing AKHLAK core values has been carried out for four years and will continue to be carried out through many activities and methods that are constantly being evaluated so that the application of these values can run optimally.

In 2025, BNI continued the internalization and socialization program of the implementation of AKHLAK by, e.g., running a Work Culture transformation program and internalizing cultural transformation through socialization to all Regional Offices and Head Office. Socialization was carried out to all RACE Captains and RACE Champions. In addition, in 2025 each Regional Office and Division at the Head Office carried out each work culture program prepared.

Line of Business

Business Activities Based on the Latest Articles of Association and Already Implemented

Based on Article 3 of the Company's Articles of Association, as stated in Deed No. 27 dated April 22, 2025, made by Ashoya Ratam S.H., M.Kn, and has received a Letter of Acceptance of Notification of Amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia through Letter No. AHU-AH.01.03-0110504 dated April 23, 2025, and has been updated through Deed No. 06 dated January 13, 2026, made by Notary Titik Krisna Murti Wikaningsih Hastuti, S.H., MKn. and has received a Letter of Acceptance of Notification of Amendments to the Articles of Association of the Republic of Indonesia through Letter No. AHU-AH.01.03-0037600 dated February 10, 2026, the purpose and objective of the Company is to conduct business in the banking sector and optimize the utilization of its resources to produce high-quality and highly competitive services to obtain/pursue profits in order to increase its corporate value by implementing the principles of a Limited Liability Company. In order to implement these aims and objectives, the Company may carry out the following business activities:

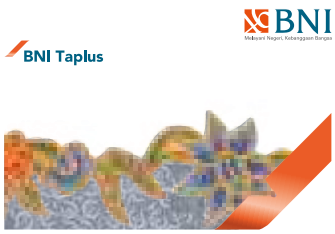
	Business Activities Based on the Articles of Association	Business Activities Have been Implemented until the End of 2025	Business Activities Not yet Implemented
1	Collecting funds from the public in the form of savings, current deposits, time deposits, savings deposits, or other equivalent forms.	√	-
2	Distributing funds in the form of loans.	√	-
3	Issuing and/or executing securities transactions for the benefit of the Company and/or customers.	√	-
4	Transferring money either for its own benefit or the benefit of customers.	√	-
5	Placing, lending or borrowing with other banks, by using mail, telecommunication facilities and notes, checks or other facilities.	√	-
6	Receiving payments from securities billing and performing calculations with or among third parties.	√	-
7	Facilitating a secure place for goods and securities.	√	-
8	Carrying out custodial activities of goods and/or securities for the benefit of other parties based on a contract.	√	-
9	Performing funds placements from a customer to other customers in the form of securities that are not listed on a stock exchange.	√	-
10	Conducting financing and/or other activities including activities based on sharia principles, in accordance with the provisions stipulated by competent authorities.	√	-
11	Performing activities in factoring, credit card business and trustee services.	√	-
12	Conducting foreign currencies activities by fulfilling the conditions set by competent authorities.	√	-
13	Performing equity activities in financial services institutions and/or other companies that support the banking industry, by fulfilling the applicable regulations.	√	-
14	Performing temporary capital participation activities to overcome any consequence of loan failure, including financing failure based on sharia principles with condition that the participation must be withdrawn, in accordance with applicable regulations.	√	-
15	Acting as the founder of the pension fund and the administrator of the pension fund in accordance with the provisions in the laws and regulations.	√	-
16	Organizing payment system service activities.	√	
17	Performing receivables transfer activities.	√	
18	Performing other activities with OJK approval.	√	

In addition to the business activities as referred to above, the Company may conduct supporting and/or ancillary business activities in order to optimize the utilization of its available resources to support and/or complement its main business activities, provided that such activities do not conflict with the prevailing laws and regulations.

Product and Services Produced

BNI is a company engaged in banking with a variety of savings products, loan products, and various banking services. The products and services provided by BNI are as follows:

Consumer Retail



Savings

- BNI Taplus
- BNI Taplus Muda
- BNI Taplus Bisnis
- BNI Tappa (Taplus Pegawai/Taplus Anggota)
- BNI Tapenas
- BNI Taplus Anak
- BNI Taplus Diaspora
- BNI Simpanan Pelajar
- BNI Pandai
- Tabunganku
- BNI Dollar (USD/SGD/AUD)
- BNI Deposito (IDR/USD/SGD/JPY/HKD/EUR/GBP/AUD)
- BNI Simponi (DPLK BNI)
- Tabungan Indonesia Pintar (PIP)
- Emerald Saving
- BNI Tabungan RDN (Rekening Dana Nasabah)

Loans

- BNI Griya
- BNI Griya Multiguna
- BNI Griya KPR Subsidi
- BNI Fleksi
- BNI Fleksi Pensiun
- BNI Instan
- BNI Oto



Credit Cards

- Regular Credit Card
  - » BNI Visa Gold
  - » BNI Mastercard Gold
  - » BNI JCB Gold
  - » BNI Amex Vibe
  - » BNI Mastercard Titanium
  - » BNI Visa Platinum
  - » BNI JCB Precious
  - » BNI JCB Ultimate
  - » BNI Mastercard World
  - » BNI Visa Signature
  - » BNI Visa Infinite
- Co-Branding Credit Card
  - » BNI Pertamina
  - » BNI Telkomsel
  - » BNI LOTTE Mart
  - » BNI Bank BJB
  - » BNI Siloam Hospitals
  - » BNI XL Prioritas
  - » BNI MAPCLUB
  - » BNI Batik Air
  - » Garuda BNI
- Affinity Credit Card
  - » Affinity Universitas Credit Card
  - » Affinity Ikatan Alumni Credit Card
  - » Affinity Komunitas/Organisasi Credit Card
  - » Affinity Pegawai Perusahaan Credit Card

- Corporate Credit Card
  - » BNI Visa Corporate Card Gold
  - » BNI Visa Corporate Card Platinum
  - » BNI Mastercard Corporate Card Platinum
  - » BNI JCB Corporate Card Ultimate
  - » BNI Kartu Kredit Indonesia Segment Pemerintah
- Private Label Credit Card
  - » BNI Travelling Card
  - » BNI Health Card
  - » BNI Distribution Card
  - » BNI Kartu Tunai

Debit Card

- Reguler Debit Card
  - » Silver Debit Card
  - » Gold Debit Card
  - » Taplus Muda Debit Card
  - » Taplus Anak Debit Card
  - » GPN Debit Card
- Premium Debit Card
  - » Platinum Debit Card
  - » Emerald Debit Card
  - » Private Debit Card
- Co-Brand Debit Card
  - » Garuda Debit Card
  - » Citilink Debit Card
  - » Batik Air Debit Card
  - » Lotte Grosir Debit Card
  - » Indogrosir Debit Card
- Affinity Debit Card
  - » Kerjasama Universitas Debit Card
  - » Kerjasama Anggota (Alumni/Organisasi/ Komunitas) Debit Card
  - » Kerjasama Pegawai Perusahaan Debit Card
- BNI Emerald Debit Card
  - » Kartu Keluarga Sejahtera
  - » Kartu Indonesia Pintar
  - » Kartu Tani

Emerald Service

- BNI Emerald Service

Investment Products

- Money Market Mutual Funds (IDR and USD)
- Fixed Income Mutual Funds (IDR and USD)
- Mixed Mutual Funds (IDR and USD)
- Mutual Funds (IDR and USD)
- Capital Protected Funds
- Government Retail Bonds (ORI, SR, SBR, ST)
- Government Securities via secondary market mechanisms and Ministry of Finance Auctions in IDR (FR, PBS) and USD (Indon, Indois)
- Corporate Bonds (IDR dan USD)
- Depo Swap (in IDR, USD, SGD & EUR)
- Depo Plus (in USD)
- Market Linked Dual Currency Investment
- Referral Brokerage Saham
- Foreign Exchange

Insurance Products

- In Branch
  - » BNI Life Mprotection
  - » Maksima Sehat
  - » BNI Life Mprotection Plus
  - » BLife Perisai Prima
  - » BLife Plan Multi Protection Plus
  - » Blife Term Pro
  - » Asuransi BLife Solusi Cerdas
  - » Asuransi BLife Solusi Pasti
  - » BLife Hy-End Pro
  - » Anuitas Swadana
  - » BLife Fixed Protection
  - » BNI Life Infinite Protection
  - » BNI Life Steady Protection+
  - » BNI Life Ultima Protection+
  - » Solusi Proteksi Dana pensiun
  - » BNI Life Solusi Dana Kesehatan
  - » Asuransi Mikro BNI Life Pandai+
- Employee Benefit
  - » Optima Group Health
  - » Optima Group Life
  - » Optima Group Protection
  - » Optima Group Saving
- Telesaving
  - » Proteksi Prima
  - » BNI Life Active
  - » BNI Life Smart Protection Plus
  - » PA Protection Plus
  - » Definite Protection
- Kredit Konsumer
  - » AJK BLife Mortgage
  - » AJK BLife Non Mortgage
- Alternative Distribution
  - » BNI Life Digi Micro Protection
- Telecredit Card
  - » PA Protection Plus
  - » Solusi Proteksi Sehat
  - » Maxi Health Protection
  - » Perisai Plus
- Tapenas
  - » Blife Tapenas

Digital Banking

- wondr by BNI
- BNI Mobile Banking
- BNI ATM/CRM
- BNI DigiCs
- BNI SMS Banking
- BNI Internet Banking
- BNI Phone Banking
- BNI iPay
- BNI TapCash
- BNI Agen46
- BNI QRIS
- BNI Debit Online

- BNI EDC
- BNI EDC Mini ATM
- BNI API Digital Services
- BNI Pembukaan Rekening Digital (DOA)
- BNI E-Form Program Kartu Pra Kerja
- BNI Direct Debit
- BNI ATM Drive Thru

Services

- Domestic Money Transfers
- International Money Transfers
- Safe Deposit Box
- Inkaso
- BNI Surat Keterangan Bank
- Traveller's Cheque
- Foreign Bank Notes

Business Banking

Savings

- BNI Giro Peorangan
- BNI Giro Non-Perorangan
- BNI Giro Joint Account
- BNI Giro Persero Perorangan
- Deposito Berjangka Perusahaan
- BNI Giro Multi Currency

Digital Banking

- BNIdirect
  - BNIdirect cash
  - BNIdirect supply chain
  - BNIdirect trade
  - BNIdirect receivables
  - BNIdirect API
  - BNIdirect fx
- BNIdirect Mobile
- BNIdirect bisnis

Lending Products

- Working Capital Loans (KMK)
- Investment Loans (KI)
- Kredit Term Loan
- Bank Guarantee (GB)
- Stand-by LC (SBLC)
- Domestic Documentary Letter of Credit (SKBDN)
- Plafond Letter of Credit (LC) Import
- Export Loans
- Import Loans
- Syndicated Loans
- Counter Guarantee Loans
- Transactional Loans
- Treasury Line
- Money Market Line
- Government or Government Institutions Loans
- Cash Collateral Credit (CCC)
- Bonds Collateral Credit
- Supply Chain Financing
- Financial Institutions Linkage Loans (KKLK)
- People's Business Loans (KUR)
- BNI Wirausaha (BWU)

Services

- Wholesale Solutions
  - » Cash Management
    - * Collection Management
      - Virtual Account
      - BNI e-collection
      - Auto Debit
      - Cash Pick-Up
      - Student Payment Center
      - Autopay
    - * Liquidity Management
      - Cash Pooling
      - Cash Distribution
      - Range Balance Account
      - Depo Swap
      - Notional Pooling
    - * Payment Management
      - E-Tax
      - E-PBB
      - E-Tax Kepabeanan – PNBP
      - Billing Payments
      - Utility Payments
      - Payroll
      - BNI POPS (Pertamina Ordering and Payment Solutions)
      - Integrated Payment Management (ERP)
      - E-mail/Beneficiary Advice
      - Smart Commerce Pay
      - Transfer Management
      - Information Management
    - * ECOSmart
    - * Edupatrol
    - * Remittance
    - * Intraday Services

  - » Trade Products
    - * Trade Services
      - Import LC Issuance
        - Sight LC
        - Usance LC
        - Back to Back LC (BBLC)
        - Transferable Letter of Credit
      - Export LC:
        - LC Export Advising
        - LC Export Collection
      - Inward Documentary Collection
      - Outward Documentary Collection
      - Shipping Guarantee
      - Standby Letters of Credit
      - BNI Trade Online
      - Demand Guarantee
      - Bank Guarantee Undercounter
      - Domestic Bank Guarantee
      - Confirm LC/SKBDN

    * Trade Finance
        - Export & Import LC Negotiation
        - Trust Receipt
        - Bill Collection Financing
        - Open Account Financing
            - Bills Discounting
            - LC Refinancing
            - Forfaiting
            - Trade Advance Financing
  - » Syndication
    * Structured Finance
    * Arrangement
    * Agen Fasilitas (Facility Agent)
    * Agen Jaminan (Security Agent)
    * Agen Penampungan (Escrow Agent)
    * Agen Pembayaran (Paying Agent)
  - » Fund Services
    * Fund Accounting, Fund Administration, Pengawasan Pelaporan dan Publikasi
    * Core Banking BNI
    * Agen Transfer (Transfer Agency)
    * Performance Bond/Garansi Bank Pelaksanaan
    * Maintenance Bond/Retention Bond/Garansi Bank Pemeliharaan
    * Payment Bond/Garansi Bank Pembayaran
    * Custom Bond

Treasury & International

Loan Products

- Corporate Loan (Working Capital Loan, Investment Loan, and Term Loan)
- Diaspora Loan
- Overdraft Facility
- Trade Financing
- Syndicated Loans
- Project Financing
- Discount Bills
- Loan on Bills
- Two Steps and Channeling Loan to Local Companies from Indonesia

Retail Service Products

- BNI Current Account (SGD, HKD, CNY, JPY, KRW, dan USD)
- BNI Fixed Deposit (SGD, HKD, CNY, JPY, KRW, dan USD)
- BNI Saving Account (SGD, HKD, CNY, JPY, KRW, dan USD)
- Demand Deposits
- Negotiable Deposits
- Remittance
- Hospital Guarantee
- BNI Singapore Payment System (MEPS)
- BNI Hong Kong Payment System (HKD Chats)
- BNI New York Payment System (USD Fedwire)
- BNI Tokyo Payment System (Local Currency Settlement/ LCS)
- BNI Seoul Payment System (Local Currency Transaction/ LCT)
- Escrow Agent
- Safe Deposit Box
- Bare Trust

Financial Institution Products

- Forfaiting & Risk Participation
- Trade Based Refinancing
- Trade Advanced Financing
- Bilateral & Syndicated Term Loan
- Global Payment & Nostro Account

Custody Products

- Custodian Services
- Trustee
- Trust

Non-Bank Financial Institution Product

- Loan Facility to Non Bank Financial Institution
- Commercial Line to Non Bank Financial Institution
- Intraday to Non Bank Financial Institution

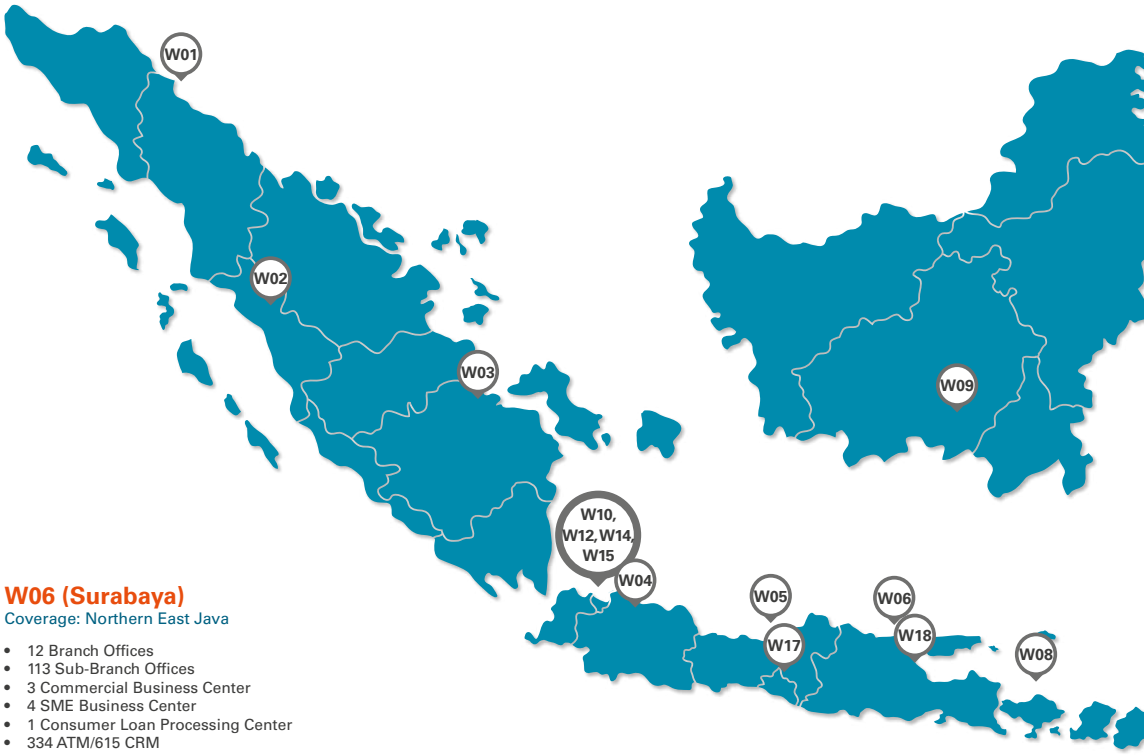
Treasury

- Foreign Exchange
  - » Today
  - » Tom
  - » Spot
  - » Bank Notes
- Investments
  - » Deposit on Call (DOC)
  - » Money Market Account (MMA)
  - » Obligasi Retail
  - » Depo Swap
  - » Market Linked-Dual Currency Investment (MLDCI)
  - » Depo Plus
- Hedging
  - » Currency Forward
    * Domestic Non-Deliverable Forward (DNDF)
    * PAR Forward
    * Flexible Forward
  - » Currency Swap
  - » Currency Option
  - » Interest Rate Swap (IRS)
    * Overnight Index Swap (OIS)
  - » Cross Currency Swap (CCS)
  - » Call Spread Option (CSO)
    * Series of Call Spread
- Reverse Repo

Company Operational Areas

As of the 2025 financial year, BNI operated 1 (one) Head Office, 17 Regional Offices, 10 overseas Office Networks, and 1,834 Domestic Office Networks, comprising Branch Offices, Sub-Branch Offices, and Business Centers. Of the 10 Overseas Office Networks, 6 are licensed Overseas Branch Offices, 2 are Representative Offices, 1 is an Overseas Sub-Branch, and 1 is a remittance Branch Office, strategically located across 8 key countries.

The entire BNI office network remains strongly focused on delivering banking services, business solutions, and seamless transaction convenience for customers, both domestically and internationally. In fostering the growth of customer businesses across the Corporate, Treasury & International Banking; Institutional Banking; Enterprises & Commercial Banking; and Consumer Banking segments, as well as at the Head Office and Subsidiary Entity levels, BNI is supported by competent, professional, and highly dedicated human resources. To further expand access to inclusive financial services, BNI continues to strengthen its BNI Agen46 network as a branchless banking channel. As of the end of 2025, the number of BNI Agen46 reach 217,013 agents spread across Indonesia, playing an important role in enhancing public financial literacy and financial inclusion. More detailed information about BNI's operational areas, including its office network and BNI Agen46 per region, is presented in the following table:



W01 (Medan)
Coverage: North Sumatra

- 12 Branch Offices
- 79 Sub-Branch Offices
- 1 Commercial Business Center
- 1 SME Business Center
- 1 Consumer Loan Processing Center
- 517 ATM/171 CRM
- 13,014 BNI Agen46

W02 (Padang)
Coverage: West Sumatera, Riau, and Riau Island

- 13 Branch Offices
- 99 Sub-Branch Offices
- 2 Commercial Business Center
- 1 SME Business Center
- 1 Consumer Loan Processing Center
- 409 ATM/369CRM
- 14,674 BNI Agen46

W03 (Palembang)
Coverage: South Sumatra, Jambi, Bengkulu, Bangka Belitung, and Lampung

- 15 Branch Offices
- 102 Sub-Branch Offices
- 1 Commercial Business Center
- 1 SME Business Center
- 1 Consumer Loan Processing Center
- 467 ATM/370 CRM
- 19,431 BNI Agen46

W06 (Surabaya)
Coverage: Northern East Java

- 12 Branch Offices
- 113 Sub-Branch Offices
- 3 Commercial Business Center
- 4 SME Business Center
- 1 Consumer Loan Processing Center
- 334 ATM/615 CRM
- 16,156 BNI Agen46

W04 (Bandung)
Coverage: West Java

- 15 Branch Offices
- 106 Sub-Branch Offices
- 1 Commercial Business Center
- 2 SME Business Center
- 1 Consumer Loan Processing Center
- 463 ATM/597 CRM
- 15,801 BNI Agen46

W07 (Makassar)
Coverage: West Sulawesi, Southeast Sulawesi, South Sulawesi and Maluku

- 11 Branch Offices
- 99 Sub-Branch Offices
- 1 Commercial Business Center
- 1 SME Business Center
- 1 Consumer Loan Processing Center
- 541 ATM/278 CRM
- 9,621 BNI Agen46

W09 (Banjarmasin)
Coverage: West Kalimantan, Central Kalimantan, South Kalimantan, East Kalimantan, and North Kalimantan

- 21 Branch Offices
- 126 Sub-Branch Offices
- 2 Commercial Business Center
- 1 SME Business Center
- 1 Consumer Loan Processing Center
- 727 ATM/349 CRM
- 16,429 BNI Agen46

W11 (Manado)
Coverage: North Sulawesi, Central Sulawesi, Gorontalo, dan North Maluku

- 11 Branch Offices
- 56 Sub-Branch Offices
- 1 Consumer Loan Processing Center
- 294 ATM/164 CRM
- 9,548 BNI Agen46

W05 (Semarang)
Coverage: Northern Central Java

- 11 Branch Offices
- 77 Sub-Branch Offices
- 1 Commercial Business Center
- 1 SME Business Center
- 1 Consumer Loan Processing Center
- 213 ATM/455 CRM
- 16,065 BNI Agen46

W08 (Denpasar)
Coverage: Bali, West Nusa Tenggara, and East Nusa Tenggara

- 9 Branch Offices
- 97 Sub-Branch Offices
- 1 Commercial Business Center
- 1 SME Business Center
- 1 Consumer Loan Processing Center
- 476 ATM/305 CRM
- 13,388 BNI Agen46

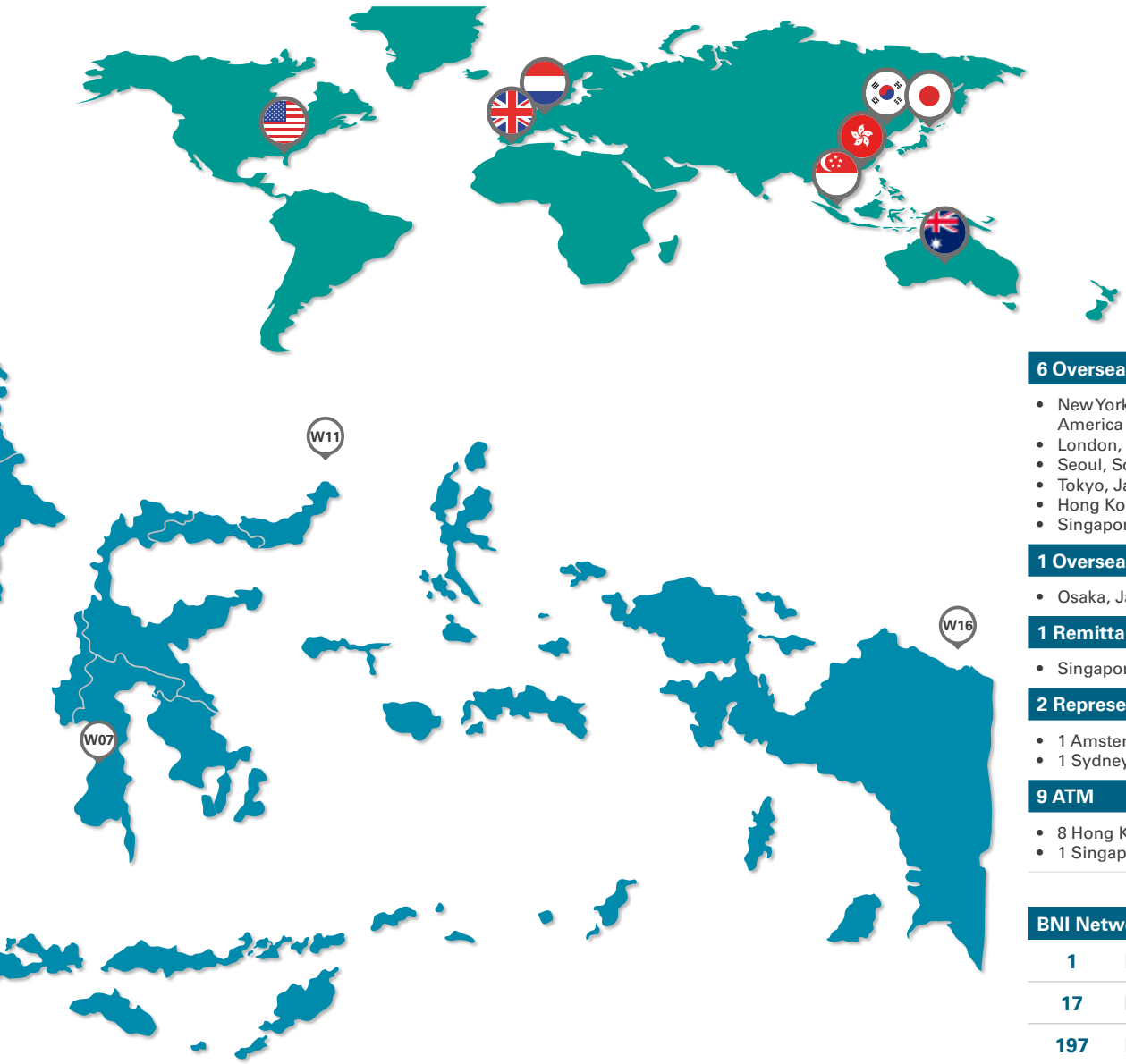
W10 (Jakarta Senayan)
West Jakarta, Central Jakarta, East Jakarta, and South Jakarta

- 7 Branch Offices
- 115 Sub-Branch Offices
- 2 Commercial Business Center
- 2 SME Business Center
- 214 ATM/285 CRM
- 5,580 BNI Agen46

W12 (Jakarta Kota)
Coverage: North Jakarta, Central Jakarta, and West Jakarta

- 7 Branch Offices
- 90 Sub-Branch Offices
- 1 Commercial Business Center
- 4 SME Business Center
- 1 Consumer Loan Processing Center
- 272 ATM/201 CRM
- 3,063 BNI Agen46

Overseas Office Networks



W14 (Jakarta BSD)

Coverage: South Jakarta, Depok, Bogor, and Banten

- 10 Branch Offices
- 109 Sub-Branch Offices
- 1 Commercial Business Center
- 2 SME Business Center
- 491 ATM/795 CRM
- 13,025 BNI Agen46

W16 (Papua)

Coverage: Papua, West Papua, Central Papua, South Papua, Southwest Papua, and Highland Papua

- 6 Branch Offices
- 36 Sub-Branch Offices
- 81 ATM/87 CRM
- 6,538 BNI Agen46

W18 (Malang)

Coverage: Southern East Java

- 14 Branch Offices
- 69 Sub-Branch Offices
- 253 ATM/606 CRM
- 16,964 BNI Agen46

W15 (Jakarta Kemayoran)

Coverage: East Jakarta, Bekasi, Jababeka and Karawang

- 8 Branch Offices
- 109 Sub-Branch Offices
- 2 Commercial Business Center
- 3 SME Business Center
- 475 ATM/521 CRM
- 8,341 BNI Agen46

W17 (Yogyakarta)

Coverage: Yogyakarta and Southern Central Java

- 15 Branch Offices
- 97 Sub-Branch Offices
- 1 Commercial Business Center
- 2 SME Business Center
- 1 Consumer Loan Processing Center
- 257 ATM/649 CRM
- 18,195 BNI Agen46

6 Overseas Offices

- New York, United State of America
- London, England
- Seoul, South Korea
- Tokyo, Japan
- Hong Kong
- Singapore

1 Overseas Sub-Branch

- Osaka, Japan

1 Remittance Branch Office

- Singapore

2 Representative Office

- 1 Amsterdam, Netherlands
- 1 Sydney, Australia

9 ATM

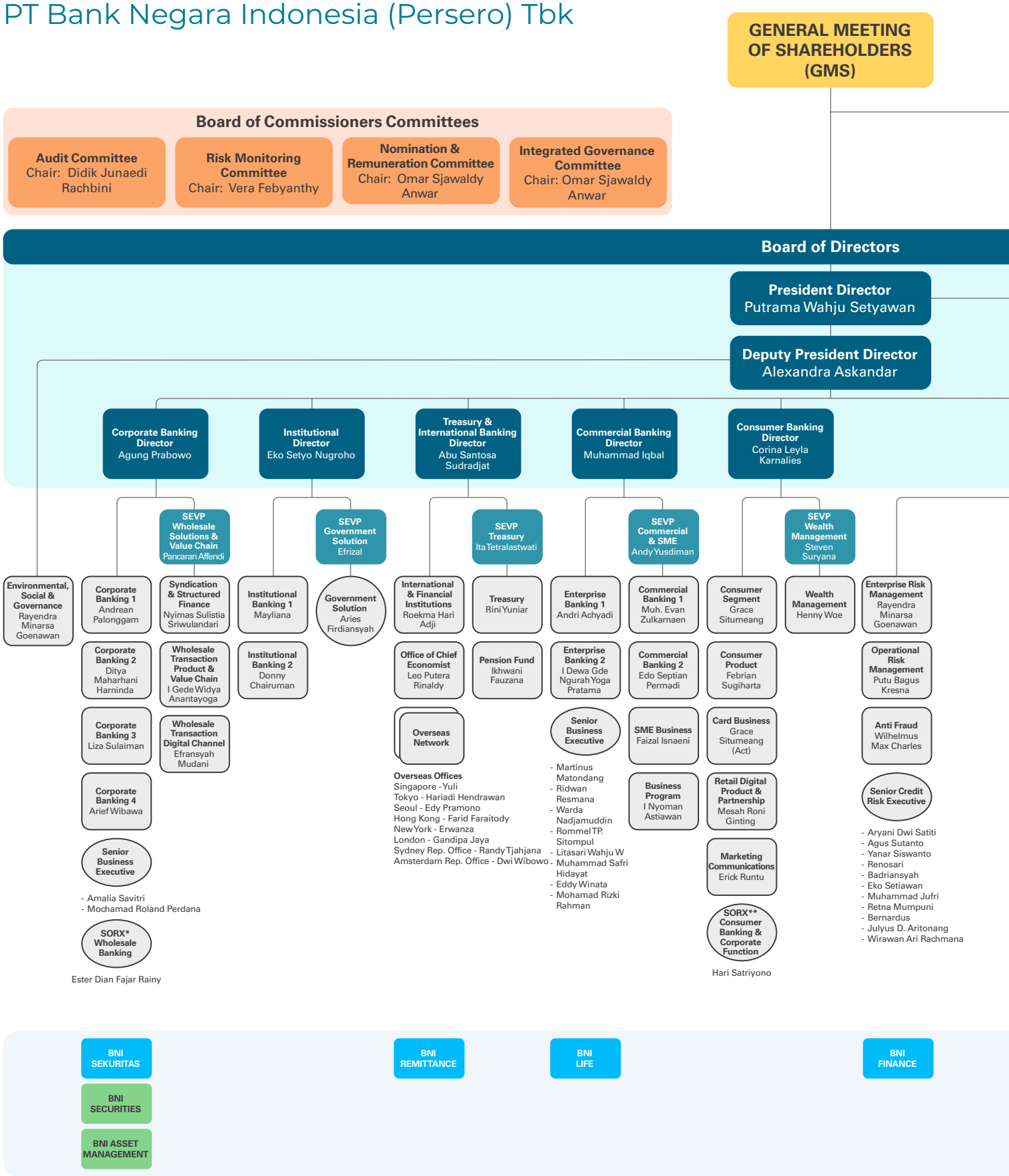
- 8 Hong Kong
- 1 Singapore

BNI Network

1	Head Office
17	Regional Office
197	Branch Office
1,579	Sub-Branch Office
20	Commercial Business Center
26	SME Business Center
12	Consumer Loan Processing Center
330	BNI DigiCS
6,565	ATM
6,817	CRM
217,013	BNI Agen46

Organizational Structure

PT Bank Negara Indonesia (Persero) Tbk



Note:

- Supervision line
- Coordination line
- Lines of communication & information delivery
- Board of Commissioners
- Committee

* SORX: Senior Operational Risk Executive

Board of Directors Committees

- Credit Committee
- Credit Policy Committee
- Business Committee
- Asset & Liability Committe
- Integrated Risk Management Committee
- Human Capital Committee
- Performance Management Committee
- Risk Management and Anti Fraud Committee
- Technology Management Committee
- Subsidiaries' Committee

Board of Commissioners

President Commissioner/
Independent Commissioner Omar Sjawaldy Anwar
Vice President Commissioner Tedi Bharata
Independent Commissioner Vera Febyanthy
Independent Commissioner Didik Junaedi Rachbini
Commissioner Donny Hutabarat
Commissioner Febrio Nathan Kacaribu

Risk Management Director — David Pirzada

- SEVP Credit Risk — Bun Hendra
  - Corporate Credit Risk — Ujuan Marihot H. P.
  - Enterprise Credit Risk — Rendi Ardianto (Act)
  - Commercial Credit Risk — I. B. K. Purwa Atmaja
  - Retail Credit Risk — Made Nariswari
- SEVP Remedial & Recovery — Saridatun
  - Corporate Remedial & Recovery — Rangga Bhirawa W.
  - Enterprise & Commercial Remedial & Recovery — Prihati
  - Retail Collection & Recovery — Nur Lies Diana

Finance & Strategy Director — Hussein Paolo Kartadjoemena

- Corporate Planning & Performance Management — Aldi Advianto Baskara
- Accounting — Setyo Susilo
- Procurement & Fixed Assets — Made Dany Pratiwi B.
- Investor Relations — Yohan Setio
- Subsidiaries Management — M. Emil Azhary
- Corporate Development & Transformation — R. Pratama Prabawaputra
- Transformation Project

Information Technology Director — Toto Prasetio

- IT Strategy & Architecture — Ari Pratiwi
- CISO — Chong Chin Meng
- AI & Big Data Analytics — Handika Fakhrizal Hakim
- SORX* Technology & Operations — Munajat
- SEVP Information Technology — Victor Erico Korompis
  - Wholesale Digital Delivery — Alfonso Tambunan
  - Retail Digital Delivery — Heri Atmoko
  - Application Development — Setiawan Anis Widjojo
  - IT Application Services — Nugroho Gito Prasodjo
  - IT Infrastructure Management — Sonny Setiadi

Operations Director — Ronny Venir

- Credit Operations — Erisman
- Digital Operations — Muhammad Gunawan Putra
- Banking Operations — Herry Setiadi Munawir
- Customer Experience Center — Rahmat Pertinda
- Operations Strategy & Development — Herry Setiadi Munawir (Act)

Human Capital & Compliance Director — Munadi Herlambang

- Compliance — Mochammad Irfan Maulana
- AML-CFT — Rahmawati
- SEVP Legal & Governance — Johansyah
  - Legal — Pudyo Bayu Hartawan
  - Policy Governance — Hendra Susila
- SEVP Human Capital — Efita Praharani
  - Human Capital Strategy — Yenni Sari Dewi
  - Human Capital Services — Afthon Shodaq Noor
  - BNI University — Dandy P. Sjamsudin
  - HC Business Partner
    - Sandy Dwinanto
    - Nurhaena

Network & Retail Funding Director — Rian Eriana Kaslan

- Retail Digital Channel — Indra Gunawan
- Agen46 — Rahma Dhoni
- SORX* Network & Retail — Suryo Utomo
- SEVP Network & Sales — Sri Indira
  - Network Strategy & Development — Beby Lolita Indriani
  - Sales Strategy & Execution — Novian Prasetyo (Act)
  - Branch Transformation Project — Laksmi Sofiatin
- Regional Office
- Internal Audit — Hedmon Yusfid
- Corporate Secretary — Okki Rushartomo Budiprabowo

Regional Offices
01 - Rustianto
02 - Khairul Salam
03 - Zamzami
04 - Roy Wahyu Maulana
05 - Dr. I. Gst. Nym. Dharma Putra
06 - Maya Agustina
07 - Muhammad Arafat
08 - Komang Arya Wira Kusuma Atmaja
09 - Sari Anggraini
10 - Anak Agung Agustiya Novitayanti
11 - Didi Suprijanto
12 - Rudy Sihombing
14 - Faizal Arief Setiawan
15 - Koko Prawira Butar Butar
16 - Himawan Susanto Nugraha
17 - Ariyanto Soewondo Geni
18 - Soesetyo Priharjanto

Subsidiaries

- HIBANK
- BNI VENTURES

Director | SEVP | Division | Functional Unit | Subsidiaries | Subsidiaries of BNI Sekuritas

Association Membership List

As of December 31, 2025, BNI was registered as a member of various associations and organizations related to the implementation of sustainable finance, as presented in the following table:

Organization / Association Name	Membership Roles
International	
All Banks Fair Trade Council, Japan	Member
America Bankers Association	Member
American Indonesian Chamber of Commerce	Member
Indonesia–Japan Business Association (APIJ)	Vice Chairman
European Association for Secure Transactions (E.A.S.T)	*Associate Member*
Asia Pacific Loan Market Association (APLMA), Singapore	Member
Association of Banks in Singapore (ABS)	Member
Association Foreign Bank (AFB)	Member
Chuo Ward Financial Institutions Crime Prevention Liaison Council	Member
Credit Bureau Singapore	Member
Deposit Protection Scheme (DPS)	Member
DTCC Data Repository (Singapore) Pte. Ltd	Member
European Foundation for Management Development (EFMD) A	Member
Financial Industry Dispute Resolution Centre (FIDReC), Singapura	Member
Financial Services – Information Sharing and Analysis Center (FS-ISAC), US	Member
Foreign Bank Group, Korea Selatan	Member
Foreign Bankers Association, Belanda	Member
Indonesian Bankers Club, US	• Advisor • Member
International Bankers Association of Japan (IBA)	Member
International Banking Asociation Jepang (IBA)	Member
Institute of Banking & Finance (IBF), Singapore	Member
Institute of International Bankers (IIB), US	Member
Japan Indonesia Asociation (JAPINDA)	Member
Japan Syndication and Loan-trading Association	Member
Japanese Bankers Association (JBA)	Member
Korean Federation of Bank, South Korea	Member
Loan Sydication & Trading Association (LSTA), US	Member
MAS Electronic Payment System	Member
Overseas Bankers Association of Australia	Member
Securities Investor Protection Fund (SIPF)	Member
Singapore Automated Clearing House	Member
Singapore Business Federation (SBF)	Member
Singapore Deposit Insurance Corporation (SDIC)	Member
Singapore National Employers Federation (SNEF)	Member
Society for Worldwide Interbank Financial Telecommunications (SWIFT)	Member
The Commercial Credit Reference Agency (CCRA)	Member
The Hong Kong Association of Banks (HKAB)	Member
The Hong Kong Institute of Bankers (HKIB)	Member

Organization / Association Name	Membership Roles
National	
Indonesian Money Market and Foreign Exchange Market Association	Founder
SOE Cyber Security Task Force	Sub-Team Leader – Cyber Security Guideline
State-Owned Banks Association (HIMBARA)	Chairman
Asosiasi Corporate University (Wiyata Kinarya Nusantara)	Vice Chairman
Bankers Association for Risk Management (BARa)	• Director of Financial Risk Management • Deputy Director of Credit Risk & ESG • Deputy Director of Assessor Competency Standardization • Member, Enterprise Risk Management Team • Member, Assessor Competency Standardization Team • Member, Risk Management Competency Standardization Team
Risk Management Forum (FMR) – SOEs	• Vice Chairman, Event & Talent Development • Member, Event & Talent Development Team • Member, Experience Sharing & Benchmarking
Indonesian Foreign Exchange Dealers Association (APVA Indonesia)	Management
Indonesian Trustee Association (AWAI)	Management
Association Cambiste International (ACI) FMA Indonesia	Management
Association Bank Appointed Cross Currency Dealers (ACCD)	Management
Indonesia Foreign Exchange Market Committee (IFEMC)	Management
Government Securities Dealers Association (HIMDASUN)	Management
Indonesian Custodian Banks Association (ABKI)	Expert Team
Communication Forum – Payment Systems & Rupiah Currency Manage-ment Training Institutions (SPPUR)	Secretary II
SIKAP Application (Cyber Crime Disclosure) – Metro Jaya Police	Member
Asia Anti Fraud Management	Member
Indonesian Pension Fund Association (ADPI)	Member
Indonesian Fintech Peer-to-Peer Lending Association (AFPI)	Member
Indonesian Credit Card Association	Member
Indonesian Commodity Futures Trading Association (ASPEBTINDO)	Member
Payment Systems Association	Member
Central Counterparty for OTC Interest Rate & FX Derivatives (CCP SBNT)	Member
Certified Practising Accountant - CPA Australia	Member
Chartered Accountants - CA ANZ	Member
Computer Security Incident Response Team (CSIRT) BSSN	Member
Foreign Bank Group	Member
Foreign Bankers Association	Member
CISO Forum – State-Owned Banks	Member
Association of Medical Equipment & Laboratory Companies	Member
Indonesian Notary Association	Member
Indonesia Anti Scam Centre	Member
Indonesia Corporate Secretary Association (ICSA)	Member
International Swaps and Derivatives Association (ISDA)	Member
Korean Federation of Bank	Member
London Stock Exchange (LSEG)	Member
Financial Institution Pension Fund Association	Member
Financial Transaction Fraud Handling Center (PUSAKA)	Member
Rapi Utama Indonesia (RAPINDO)	Member
Primary Dealer – Money Market & Foreign Exchange Market	Member
Alternative Trading System Operator (SPPA) – IDX	Member / User
KPEI Triparty Repo Agent Services	Member / Service User
Indonesian Service Quality Association (ASQI)	Member
Indonesia Contact Center Association (ICCA)	Member

Board of Commissioners' Profiles

[ACGS C.2.5, D.4.1, D.4.2]



OMAR SJAWALDY ANWAR

President Commissioner/Independent Commissioner

Age
65 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Science in Accounting from the University of Maryland, United States
- Master of Business Administration (MBA) in Finance from The George Washington University, USA
- Doctor of Philosophy (PhD) in Strategic Management from Universitas Indonesia
- Certified in Bank Risk Management Competency Level 6 by the Professional Certification Institute of the Banking Professional Certification Agency (LSP BSMR) (2025)

Position History

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as President Commissioner/ Independent Commissioner of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on June 26, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
- Chairman of the Nomination and Remuneration Committee
- Chairman of the Integrated Governance Committee
- Member of the Audit Committee

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Companies/Institutions:
Executive Chairman at PT IBM Indonesia Technology (2023-present)

Work Experience
- Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk (1999-2003)
- Managing Director of PT Bank Mandiri (Persero) Tbk (2003-2008)
- President Director of PT Rio Tinto Indonesia (2008-2009)
- Deputy President Director & CEO of PT Pertamina (Persero) (2009-2010)
- President Director of PT Trimegah Sekuritas Indonesia Tbk (2010-2012)
- President Commissioner of PT OVI Energy (2012-2014)
- Independent Commissioner of PT Bank Bukopin (2014)
- Senior Advisor of PT ORIX Indonesia Finance (2014)
- Executive Chairman of PT Nomura Sekuritas Indonesia (2014-2017)
- President Director of PT Aberdeen Standard Investments Indonesia (2018-2021)
- President Director of PT Prudential Syariah Life Assurance (2021-2023)
- Executive Chairman of PT IBM Indonesia Technology (2023-present)
- President Commissioner / Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with the other members of the Board of Commissioners, the Board of Directors or with the Majority and Controlling Shareholders.

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Commissioners in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares



TEDI BHARATA
Vice President Commissioner

Age
42 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Computer and Information Management Systems from Universitas Pelita Harapan
- Master of Public Administration/MPA from Columbia University
- Certification in Banking Risk Management Competency, Qualification Level 6, issued by the Professional Certification Body of the Risk Management Certification

Position History

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as Vice President Commissioner of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on June 5, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
- Member of the Nomination and Remuneration Committee
- Member of the Integrated Governance Committee

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Companies/Institutions:
Deputy Head of the State-Owned Enterprises Regulatory Agency (2025-present)

Work Experience
- Deputy Director Indonesia Investment Promotion Center (IIPC) (2009-2012)
- Head of Energy Infrastructure Section, Investment Coordinating Board (2012-2014)
- Special Staff to the Minister of Trade (2014)
- Capstone Project Consultant of Bank of America Merrill Lynch (2016)
- Head of Telematics Industry Section of Investment Coordinating Board (2016-2019)
- Vice President Office of The Board PT Indonesia Asahan Alumunium (2019-2021)
- Head of Ministerial Substance Team of Ministry of State-Owned Enterprise (2021)
- Special Staff V to the Minister of State-Owned Enterprises (2021)
- Deputy for Human Resources, Technology, and Information of Ministry of State-Owned Enterprises (2021- 2025)
- Commissioner of PT Pertamina Patra Niaga (2021-2022)
- Commissioner of PT Perusahaan Listrik Negara (Persero) (2022-2024)
- Commissioner of PT Bank Mandiri (Persero) Tbk (2024-2025)
- Vice President Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2025–present)
- Deputy Head of the State-Owned Enterprises Regulatory Agency (2025–present)

Affiliated Relationships
Has no affiliated relationships with the other members of the Board of Commissioners, the Board of Directors or with the Majority and Controlling Shareholders.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Commissioners in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares



VERA FEBYANTHY
Independent Commissioner

Age
54 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree (S1) in International Relations from Prof. Dr. Moestopo University (Religious)
- Master's Degree (S2) in Political Science from the University of Indonesia.
- Doctor of Philosophy/PhD (S3) in Public Administration from Padjajaran University.
- Competency Certification in Banking Risk Management, Qualification 6 from the Risk Management Certification Body (LSP BSMR) (2025)

Position History

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as an Independent Commissioner of BNI pursuant to the resolution of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on August 12, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
- Chairman of the Risk Monitoring Committee
- Member of the Nomination and Remuneration Committee
- Member of the Audit Committee
- Member of the Integrated Governance Committee

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Companies/Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, member of the committee, or other positions.

Work Experience
- Member of Commission XI of the House of Representatives of the Republic of Indonesia (DPR RI) and the Budget Committee of the DPR RI for the following periods:
  - 2004-2009
  - 2009-2014
  - 2019-2024

  Scope of Commission XI of the DPR RI: Finance, Banking, and Non-Bank Financial Institutions, overseeing the Ministry of Finance, Ministry of National Development Planning/ Bappenas, Bank Indonesia, Financial Services Authority (OJK), Indonesia Deposit Insurance Corporation (LPS), Audit Board of Indonesia (BPK), Financial and Development Supervisory Agency (BPKP), National Public Procurement Agency (LKPP), and the Association of State-Owned Banks (Himbara).
- Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2025–present).

Affiliated Relationships
Has no affiliated relationships with the other members of the Board of Commissioners, the Board of Directors or with the Majority and Controlling Shareholders.

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Commissioners in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares



DIDIK JUNAEDI RACHBINI
Independent Commissioner

Age
65 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree from Institut Pertanian Bogor
- Master's Degree in Development Studies from Central Luzon State University, the Philippines
- Doctoral Degree in Development Studies from Central Luzon State University, the Philippines

Position History

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as an Independent Commissioner of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on August 12, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
- Chairman of the Audit Committee
- Member of the Nomination and Remuneration Committee
- Member of the Integrated Governance Committee

Other Public Companies:
President Independent Commissioner of PT Lippo Cikarang Tbk (2022-present)

Other Companies/Institutions:
Rector of Universitas Paramadina (2021-present)

Work Experience
ember of the People's Consultative Assembly of the Republic of Indonesia (MPR RI) (1998-1999)
- Commissioner of the Business Competition Supervisory Commission (KPPU) (2000-2004)
- Member of the Oversight Committee, Indonesian Bank Restructuring Agency (BPPN) (2001-2004)
- Vice Chairman of Commission VI, House of Representatives of the Republic of Indonesia (DPR RI) (2004-2008)
- Chairman of Commission X, House of Representatives of the Republic of Indonesia (DPR RI) (2008-2009)
- Member of the Presidential Advisory Council within the National Economic Committee (KEN) (2009-2014)
- Chairman of the LP3EI Institute for Research and Development - KADIN (2010-2020)
- Member of the Assessment Institute, People's Consultative Assembly of the Republic of Indonesia (MPR RI) (2014-2019)
- Director of the Postgraduate Program, Universitas Mercu Buana (2014-2018)
- Commissioner of PT Gowa Makassar Tourism Development Tbk. (2017-2025)
- Commissioner of PT Bina Busana Internusa (2017-2025)
- Chairman of the Board of Management, Institute for Education, Research and Information for Social and Economics (LP3ES) (2018- 2022)
- Commissioner of PT Dharma Polimetal Tbk. (2021-2025)
- Rector of Universitas Paramadina (2021–present)
- President Independent Commissioner of PT Lippo Cikarang Tbk (2022–present)
- Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2025–present)

Affiliated Relationships
Has no affiliated relationships with the other members of the Board of Commissioners, the Board of Directors or with the Majority and Controlling Shareholders.

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Commissioners in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares



DONNY HUTABARAT
Commissioner

Age
58 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics in Management from Universitas Kristen Indonesia
- Completed various education and development programs, including the Management and Leadership Development Program at Oxford University,UK, and London Business School (LBS), UK
- Certified in Bank Risk Management Competency Level 6 by the Professional Certification Institute of the Banking Professional Certification Agency (LSP BSMR) (2025)

Position History

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as a Commissioner of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on October 14, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
- Member of the Nomination and Remuneration Committee
- Member of the Risk Monitoring Committee
- Member of the Integrated Governance Committee

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Companies/Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, member of the committee, or other positions.

Work Experience
- Head of Dealing Room, Bank Indonesia Representative Office in London (1999-2003)
- Senior Dealer, Forex Dealing Room Group, Bank Indonesia, Jakarta (2003-2005)
- Deputy Head of the Foreign Exchange Settlement Division, Bank Indonesia (2005)
- Head of Forex Market Market Pengelolaan Devisa Bank Indonesia (2005-2009)
- Head of the Rupiah Monetary Operations Division of Bank Indonesia (2009-2013)
- Director of the Monetary Management Department of Bank Indonesia (2013-2017)
- Head of Bank Indonesia Representative Office in London (2017-2020)
- Head of the Financial Market Development Department, Bank Indonesia (2020-2025)
- Member of the Markets Committee of the Bank for International Settlements (MC-BIS) Basel, Switzerland (2020-2025)
- Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2025–present)

Affiliated Relationships
Has no affiliated relationships with the other members of the Board of Commissioners, the Board of Directors or with the Majority and Controlling Shareholders.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Commissioners in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares



FEBRIO NATHAN KACARIBU*)

Commissioner

Age
47 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics from Universitas Indonesia
- Master of International Development Economics from the Crawford School of Public Policy, Australian National University
- Doctor of Philosophy (PhD) from the College of Liberal Arts & Sciences - University of Kansas, University of Kansas

Position History

Legal Basis of Appointment as Member of the Company's Board of Commissioners
First appointed as a Commissioner of PT Bank Negara Indonesia (Persero) Tbk pursuant to the resolution of the Extraordinary General Meeting of Shareholders held on December 15, 2025, as set forth in Deed of the Extraordinary General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 2 dated December 15, 2025, and is currently undergoing the Fit and Proper Test conducted by the Otoritas Jasa Keuangan (OJK).

Term of Office
2025-2030 (First Period)

Concurrent Positions
Has not yet been appointed as a member of the Board of Commissioners' committees, as he/she is still undergoing the Fit and Proper Test conducted by the Otoritas Jasa Keuangan (OJK)

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Companies/Institutions:
- Associate Professor (Lecturer) at the Faculty of Economics, Universitas Indonesia (2019–present)
- Director General of Economic and Fiscal Strategy, Ministry of Finance of the Republic of Indonesia (2025–present).

Work Experience
- Consultant at Asia Now, Singapore (2004–2006)
- Researcher at LPEM FEB Universitas Indonesia (2005–2007)
- Lecturer at the Faculty of Economics, Universitas Indonesia (2012–2019)
- Lecturer at the Department of Economics, Baylor University, Texas, United States (2012–2015)
- Head of Macroeconomics and Financial Sector Policy, LPEM FEB Universitas Indonesia (2015–2020)
- Associate Professor (Lecturer) at the Faculty of Economics, Universitas Indonesia (2019–present)
- Head of the Fiscal Policy Agency, Kementerian Keuangan Republik Indonesia (2020–2025)
- Commissioner of PT Pupuk Indonesia (Persero) (2020–2025)
- Director General of Economic and Fiscal Strategy, Ministry of Finance of the Republic of Indonesia (2025–present)
- Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2025–present)

Affiliated Relationships
Has no affiliated relationships with the other members of the Board of Commissioners, the Board of Directors or with the Majority and Controlling Shareholders.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Commissioners in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares

*) Able to perform duties, responsibilities, and functions upon obtaining Fit and Proper Test approval from the Financial Services Authority (OJK)

BOARD OF COMMISSIONERS' AFFILIATED RELATIONSHIPS

Board of Commissioners' Affiliated Relationships

Financial, Familial, and Management Relationships of the Board of Commissioners															
Name	Position	Familial Relationship With						Financial Relationship With						Management Relations at BNI, Subsidiaries and Affiliated Companies	
		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder*		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Omar Sjawaldy Anwar	President Commissioner/ Independent Commissioner		√		√		√		√		√		√		√
Tedi Bharata	Vice President Commissioner		√		√		√		√		√		√		√
Vera Febyanthy	Independent Commissioner		√		√		√		√		√		√		√
Didik Junaedi Rachbini	Independent Commissioner		√		√		√		√		√		√		√
Donny Hutabarat	Commissioner		√		√		√		√		√		√		√
Febrio Nathan Kacaribu **	Commissioner		√		√		√		√		√		√		√

* Directly or indirectly
** Still undergoing the Fit and Proper Test by OJK

CHANGES IN THE BOARD OF COMMISSIONERS MEMBER COMPOSITION AND REASONS FOR THE CHANGES

During 2025, there were three (3) changes to the composition of the Board of Commissioners, implemented as part of efforts to enhance BNI's performance. Based on the resolutions of the Annual General Meeting of Shareholders held on March 26, 2025, and the Extraordinary General Meeting of Shareholders held on December 15, 2025, the changes in the composition of the Board of Commissioners were as follows:
[ACGS (B).D.4.1]

Composition of the Board of Commissioners for the January 1, 2025 - March 26, 2025

The Board of Commissioners for the period from January 1, 2025 to March 26, 2025 comprised 11 (eleven) members, consisting of 1 (one) President Commissioner concurrently serving as an Independent Commissioner, 1 (one) Vice President Commissioner, 5 (five) Independent Commissioners, and 4 (four) Commissioners. Details on the composition of the Board of Commissioners and the legal basis of their appointments are presented in the table below.

Composition of the Board of Commissioners for the January 1, 2025 - March 26, 2025 Period

No	Name	Position	Domicile	Basis of Appointment	Term of Office	Effective Date*
1	Pradjoto	President Commissioner/ Independent Commissioner***	Jakarta	EGMS Decision on September 19, 2023	2020-2025 (First Period)**	February 19, 2024
2	Pahala Nugraha Mansury	Vice President Commissioner	Jakarta	EGMS Decision on September 19, 2023	2023-2028 (First Period)	February 19, 2024
3	Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 15, 2023	2023-2028 (Second Period)	March 15, 2023
4	Askolani	Commissioner	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (Second Period)	March 4, 2024
5	Asmawi Syam	Independent Commissioner***	Jakarta	AGMS Decision on February 20, 2020	2020-2025 (First Period)	June 17, 2020
6	Septian Hario Seto	Independent Commissioner***	Jakarta	AGMS Decision on February 20, 2020	2020-2025 (First Period)	August 14, 2020

No	Name	Position	Domicile	Basis of Appointment	Term of Office	Effective Date*
7	Iman Sugema	Independent Commissioner***	Bogor	AGMS Decision on February 20, 2020	2020-2025 (First Period)	August 14, 2020
8	Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision on March 29, 2021	2021-2026 (First Period)	6 August 2021
9	Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision on August 31, 2022	2022-2027 (First Period)	December 23, 2022
10	Robertus Billitea	Commissioner	Depok	AGMS Decision on March 15, 2023	2023-2028 (First Period)	September 11, 2023
11	Mohamad Yusuf Permana	Commissioner	Bogor	AGMS Decision on March 4, 2024	2024-2029 (First Period)	September 2, 2024

*) The Board of Commissioners becomes effective after obtaining FSA approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.
**) Following his previous term Vice President Commissioner/Independent Commissioner of BNI.
***)Effectively serving as a member of the Board of Commissioners until February 20, 2025, in connection with the expiration of the term of office as a member of the Board of Commissioners after 5 (five) years from the date of appointment.

Composition of the Board of Commissioners for the March 26, 2024 - October 8, 2025 Period

On March 26, 2025, the 2025 Annual General Meeting of Shareholders (AGMS) resolved to change the composition of BNI's Board of Commissioners as follows:

1. To honorably discharge the following individuals from their positions as members of the Company's Board of Commissioners:
   a. Pradjoto, as President Commissioner/Independent Commissioner;
   b. Pahala Nugraha Mansury, as Vice President Commissioner;
   c. Septian Hario Seto, as Independent Commissioner;
   d. Iman Sugema, as Independent Commissioner;
   e. Asmawi Syam, as Independent Commissioner;
   f. Sigit Widyawan, as Independent Commissioner;
   g. Erwin Rijanto Slamet, as Independent Commissioner;
   h. Robertus Billitea, as Commissioner;
   i. Fadlansyah Lubis, as Commissioner;
   j. Mohamad Yusuf Permana, as Commissioner;
   k. Askolanii, as Commissioner.

2. To appoint the following individuals as members of the Company's Board of Commissioners:
   a. Omar Sjawaldy Anwar, as President Commissioner/Independent Commissioner;
   b. Tedi Bharata, as Vice President Commissioner;
   c. Suminto, as Commissioner;
   d. Donny Hutabarat, as Commissioner;
   e. Vera Febyanthy, as Independent Commissioner;
   f. Didik Junaedi Rachbini, as Independent Commissioner.

Accordingly, the composition of the Board of Commissioners for the period from March 26, 2025 to October 8, 2025 comprised 6 (six) members, consisting of 1 (one) President Commissioner concurrently serving as an Independent Commissioner, 1 (one) Vice President Commissioner, 2 (two) Independent Commissioners, and 2 (two) Commissioners. The composition and basis for the appointment of the Board of Commissioners can be seen in the table below. [ACGS (B).D.4.1]

Composition and Basis for Appointing the Board of Commissioners

No	Name	Position	Domicile	Basis of Appointment	Term of Office	Effective Date*
1	Omar Sjwaldy Anwar	President Commissioner/ Independent Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	June 30, 2025
2	Tedi Bharata	Vice President Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	June 5, 2025
3	Vera Febyanthy	Independent Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
4	Didik Junaedi Rachbini	Independent Commissioner	Depok	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
5	Suminto	Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
6	Donny Hutabarat	Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	October 16, 2025

*) The Board of Commissioners becomes effective after obtaining FSA approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Composition of the Board of Commissioners for the October 8, 2025 - December 15, 2025 Period

On December 15, 2025, the 2025 Extraordinary General Meeting of Shareholders (EGMS) resolved to change the composition of BNI's Board of Commissioners, namely to confirm the honorable discharge of Mr. Suminto from his position as Commissioner effective October 8, 2025 and to appoint Mr. Febrio Nathan Kacaribu as Commissioner.

Accordingly, the composition of the Board of Commissioners for the period from October 8, 2025 to December 15, 2025 comprised 5 (five) members, consisting of 1 (one) President Commissioner concurrently serving as an Independent Commissioner, 1 (one) Vice President Commissioner, 2 (two) Independent Commissioners, and 1 (one) Commissioner. Details on the composition of the Board of Commissioners and the legal basis of their appointments are presented in the table below. [ACGS (B).D.4.1]

Composition and Basis for Appointing the Board of Commissioners

No	Name	Position	Domicile	Basis of Appointment	Term of Office	Effective Date*
1	Omar Sjwaldy Anwar	President Commissioner/ Independent Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	June 30, 2025
2	Tedi Bharata	Vice President Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	June 5, 2025
3	Vera Febyanthy	Independent Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
4	Didik Junaedi Rachbini	Independent Commissioner	Depok	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
5	Donny Hutabarat	Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	October 16, 2025

*) The Board of Commissioners becomes effective after obtaining FSA approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Composition of the Board of Commissioners for the December 15, 2024 – December 31, 2025 Period

Subsequently, the composition of the Board of Commissioners for the period from December 15, 2025 to December 31, 2025 comprised 6 (six) members, consisting of 1 (one) President Commissioner concurrently serving as an Independent Commissioner, 1 (one) Vice President Commissioner, 2 (two) Independent Commissioners, and 2 (two) Commissioners. [ACGS (B).D.4.1]

Composition and Basis for Appointing the Board of Commissioners

No	Name	Position	Domicile	Basis of Appointment	Term of Office	Effective Date*
1	Omar Sjwaldy Anwar	President Commissioner/ Independent Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	June 30, 2025
2	Tedi Bharata	Vice President Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	June 5, 2025
3	Vera Febyanthy	Independent Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
4	Didik Junaedi Rachbini	Independent Commissioner	Depok	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
5	Donny Hutabarat	Commissioner	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	October 16, 2025
6	Febrio Nathan Kacaribu	Commissioner	Jakarta	EGMS Decision on Decem-ber 15, 2025	2025-2030 (First Period)	(Fit and proper test process by OJK)

*) The Board of Commissioners becomes effective after obtaining FSA approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Board of Directors' Profile [ACGS C.2.5, D.4.1]



PUTRAMA WAHJU SETYAWAN
President Director

Age
56 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Bekasi, Indonesia

Education and/or Certification
- Bachelor's Degree in Forestry from Universitas Gadjah Mada, Indonesia
- Master's Degree in Management from Universitas Gadjah Mada, Indonesia
- Certified in Risk Management Competency, Qualification Level 7 by the Banking Professional Certification Institute (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as President Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on June 5, 2025.

Term of Office
2022-2027 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Work Experience
- Director of Corporate Banking, PT Bank Negara Indonesia (Persero) Tbk. (2018-2020)
- Director of Treasury and International Banking, PT Bank Negara Indonesia (Persero) Tbk. (2020)
- President Director of PT Jaminan Kredit Indonesia (2020-2022)
- Treasury Director of PT Bank Negara Indonesia (Persero) Tbk. (2022-2023)
- Retail Banking Director of PT Bank Negara Indonesia (Persero) Tbk. (2023-2024)
- Deputy President Director of PT Bank Negara Indonesia (Persero) Tbk. (2024-2025)
- President Director of PT Bank Negara Indonesia (Persero) Tbk. (2025 – present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
5,997,426 shares



ALEXANDRA ASKANDAR
Deputy President Director

Age
53 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree in Economics from Universitas Indonesia
- Master's Degree in Finance from Boston University, USA
- Certified in Risk Management Competency, Qualification Level 7 by the Banking Professional Certification Institute (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Vice President Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on June 5, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Senior Executive Vice President Corporate Banking of PT Bank Mandiri (Persero) Tbk. (2016-2018)
- Director of Institutional Relations, PT Bank Mandiri (Persero) Tbk. (2018-2019)
- Director of Corporate Banking, PT Bank Mandiri (Persero) Tbk. (2019-2020)
- Vice President Director of PT Bank Mandiri (Persero) Tbk. (2020- 2025)
- Deputy President Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares



HUSSEIN PAOLO KARTADJOEMENA

Finance & Strategy Director

Age
46 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree in Economics from Harvard University (2002)
- Certified in Risk Management Competency, Qualification Level 7 by the Banking Professional Certification Institute (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 4, 2024, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 3 dated March 4, 2024, and having obtained approval from the Financial Services Authority (OJK) on August 30, 2024.

Term of Office
2024-2029 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- SVP Corporate Development of PT Bank Mandiri (Persero) Tbk (2012)
- General Manager, Corporate Finance & Investor Relations of PT Apexindo Pratama Duta Tbk (2014)
- Chief Executive Officer of PT Royal Indo Mandiri (2017)
- Chief Executive Officer of PT Royal Lestari Utama (2018)
- Senior Executive Vice President & Chief Transformation Officer of PT Bank Mandiri (Persero) Tbk (2020)
- Senior Executive Vice President - Corporate Development & Transformation, PT Bank Negara Indonesia (Persero) Tbk (2020-2024)
- President Commissioner of PT Bank Hibank Indonesia (2023-2024)
- Digital and Integrated Transaction Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2024-2025)
- Finance & Strategy Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
3,075,911 shares



CORINA LEYLA KARNALIES
Consumer Banking Director

Age
57 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Physics Degree from the Universitas Indonesia (1992)
- Certified in Bank Risk Management Competency Level 7 by the Professional Certification Institute of the Banking Professional Certification Agency (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on February 20, 2020, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) No. 21 dated February 20, 2020, and having obtained approval from the Financial Services Authority (OJK) on June 25, 2020.

Reappointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025.

Term of Office
2020-2025 (First Period)
2025-2030 (Second Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Senior Collector/Leader of Citibank (1995)
- Collection Head of Standard Chartered Bank (1997)
- Collection & Recovery Head of Bank Universal (1999)
- Credit Department Manager of Bank Universal (2000)
- Deputy Card Management Bank Universal (2003)
- Operation Credit Card Division Head PT Bank Permata Tbk (2003)
- Credit Support & Risk Management Division Head of PT Bank CIMB Niaga Tbk (2005)
- Retail Collection & Recovery Group Head of PT Bank CIMB Niaga Tbk (2006)
- Collection & Recovery Head Consumer Banking of ABN Amro Bank (2007)
- Collection & Recovery Head RBS/A of Amro Bank (2007)
- VP Deputy Division Head Operations Credit Card & Acquiring Business, PT Bank Negara Indonesia (Persero) Tbk (2010)
- VP Deputy Division Head Collection Management, PT Bank Negara Indonesia (Persero) Tbk (2013)
- SVP – Division Head, Card Business, PT Bank Negara Indonesia (Persero) Tbk (2015)
- SVP – Division Head, Product Development Management, PT Bank Negara Indonesia (Persero) Tbk (2018)
- SVP – Division Head, Data Management dan Analytic, PT Bank Negara Indonesia (Persero) Tbk (2019)
- Consumer Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2020-2023)
- Digital & Integrated Transaction Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2023-2024)
- Retail Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2024–2025)
- Consumer Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2025–present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
5,513,174 shares



DAVID PIRZADA
Risk Management Director

Age
57 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Science in Electrical Engineering from Northeastern University, Boston, Massachusetts, USA (1990)
- Master of Business Administration in Business Management from New Hampshire College Manchester, USA (1992)
- Certified in Bank Risk Management Competency Level 7 by the Professional Certification Institute of the Banking Professional Certification Agency (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Extraordinary General Meeting of Shareholders held on September 2, 2020, as notarized in the Deed of the Extraordinary General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 1 dated September 2, 2020, and having obtained approval from the Financial Services Authority (OJK) on November 30, 2020.

Reappointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025.

Term of Office
2020-2025 (First Period)
2025-2030 (Second Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Account Officer of The Bank of Tokyo – Mitsubishi UFJ Ltd (1993)
- Senior Analyst of The Bank of Tokyo – Mitsubishi UFJ Ltd (2000)
- Co-Head of Commercial Portfolio Administration of the Bank of Tokyo – Mitsubishi UFJ Ltd (2005)
- Head of Commercial Portfolio Administration of The Bank of Tokyo – Mitsubishi UFJ Ltd (2007)
- Head of Credit and Market Middle Department of The Bank of Tokyo – Mitsubishi UFJ Ltd (2009)
- Head of Risk Administration Department of The Bank of Tokyo – Mitsubishi UFJ Ltd (2010)
- Country Chief Risk Officer of The Bank of Tokyo – Mitsubishi UFJ Ltd (2015)
- SEVP Wholesale Risk of PT Bank Mandiri (Persero) Tbk (2018)
- Risk Management Director of PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
4,866,684 shares



RONNY VENIR
Operations Director

Age
58 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Animal Husbandry from Universitas Padjadjaran (1993)
- Master's degree in Agribusiness from Institut Pertanian Bogor (2000)
- Certified in Bank Risk Management Competency Level 7 by the Professional Certification Institute of the Banking Professional Certification Agency (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Extraordinary General Meeting of Shareholders held on September 2, 2020, as notarized in the Deed of the Extraordinary General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 1 dated September 2, 2020, and having obtained approval from the Financial Services Authority (OJK) on November 5, 2020.

Reappointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025.

Term of Office
2020-2025 (First Period)
2025-2030 (Second Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Manager of Business Marketing, Tebet Branch, PT Bank Negara Indonesia (Persero) Tbk (1995)
- Supervisor of Product marketing, Pecenongan Branch, PT Bank Negara Indonesia (Persero) Tbk (1997)
- Manager of Business Services Coordination, PT Bank Negara Indonesia (Persero) Tbk (2003)
- Manager of Partnership & Program Marketing, PT Bank Negara Indonesia (Persero) Tbk (2004)
- Relationship Manager of Small Business Marketing, Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2005)
- AVP, Small Business Marketing, Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2006)
- Team Leader of Business Development, Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2007)
- Head of Small Credit Center, Graha Pangeran Surabaya, PT Bank Negara Indonesia (Persero) Tbk (2008)
- Deputy Division Head, Small Business, PT Bank Negara Indonesia (Persero) Tbk (2010)
- Deputy Division Head, Commercial & Smalll Business, PT Bank Negara Indonesia (Persero) Tbk (2012)
- Head of Business Banking, Palembang Regional Office, PT Bank Negara Indonesia (Persero) Tbk (2014)
- Regional Head, 02 (Sumbar, Riau, Kepri), PT Bank Negara Indonesia (Persero) Tbk (2016)
- Regional Head, 12 (Jakarta Kota) PT Bank Negara Indonesia (Persero) Tbk (2017)
- Head of Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2018)
- SEVP, Medium Business, PT Bank Negara Indonesia (Persero) Tbk (2018)
- SEVP,Network, PT Bank Negara Indonesia (Persero) Tbk (2019)
- Network & Services Director of PT Bank Negara Indonesia (Persero) Tbk (2020-2025)
- Operations Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
5,546,296 shares



TOTO PRASETIO
Information Technology Director

Age
59 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Vordiplom in Mechanical Engineering from University of Stuttgart, Germany (1989)
- Diplom-Ingenieur (Dipl.-Ing.) in Mechanical Engineering from University of Stuttgart, Germany (1992)
- Certified in Bank Risk Management Competency Level 7 by the Professional Certification Institute of the Banking Professional Certification Agency (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Extraordinary General Meeting of Shareholders held on August 31, 2022, as notarized in the Deed of the Extraordinary General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 16 dated August 31, 2022, and having obtained approval from the Financial Services Authority (OJK) on January 26, 2023.

Term of Office
2022-2027 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Head of IT Project Management, PT Bank Mega Tbk (2015-2017)
- Group Head IT Application Support of PT Bank Mandiri (Persero) Tbk (2017-2019)
- SEVP Information Technology of PT Bank Mandiri (Persero) Tbk (2019-2022)
- Technology & Operations Director of PT Bank Negara Indonesia (Persero) Tbk (2022-2025)
- Information Technology Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
4,222,896 shares



AGUNG PRABOWO
Corporate Banking Director

Age
55 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Accounting and Business Administration from University of Kansas, USA (1994)
- Certified in Bank Risk Management Competency Level 7 by the Professional Certification Institute of the Banking Professional Certification Agency (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 4, 2024, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 3 dated March 4, 2024, and having obtained approval from the Financial Services Authority (OJK) on October 7, 2024.

Term of Office
2024-2029 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Director of PT UBS Sekuritas Indonesia (2013-2021)
- President Director of PT BNI Sekuritas (2021-2024)
- Wholesale and International Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2024-2025)
- Corporate Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
1,915,356 shares



MUHAMMAD IQBAL
Commercial Banking Director

Age
52 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree in Industrial Engineering from Institut Teknologi Bandung
- Master's Degree in General Management from IPMI International Business School
- Master of Business Administration (MBA) from Monash University
- Certified in Risk Management Competency, Qualification Level 7 by the Risk Management Certification Agency (BSMR) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on August 12, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Enterprise & Commercial Banking Director of PT Bank Negara Indonesia (Persero) Tbk. (2022-2023)
- Institutional Banking Director of PT Bank Negara Indonesia (Persero) Tbk. (2023-2024)
- Director of SME and Retail Funding of PT Bank Tabungan Negara (Persero) Tbk. (2024-2025)
- Commercial Banking Director of PT Bank Negara Indonesia (Persero) Tbk. (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
3,064,085 shares



RIAN ERIANA KASLAN
Network & Retail Funding Director

Age
49 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Arts in Business Administration from Clark University
- Master's degree in International Management and Marketing from Boston University, USA
- Certified in Bank Risk Management Competency Level 7 by the Professional Certification Institute of the Banking Professional Certification Agency (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on August 12, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Executive Vice President Commonwealth Bank Indonesia Jakarta, Head of Digital Strategy & Delivery (2006-2021)
- Senior Executive Vice President Retail Digital Solutions, PT Bank Negara Indonesia (Persero) Tbk. (2021-2025)
- President Commissioner, PT BNI Modal Ventura (2022-2024)
- President Commissioner, PT Hibank Indonesia (2024-2025)
- Network & Retail Funding Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
802,397 shares



ABU SANTOSA SUDRADJAT

Treasury & International Banking Director

Age
54 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Business Management from Towson State University
- Master's degree in International Management ffrom Southeastern University
- Certified in Bank Risk Management Competency Level 7 by the Professional Certification Institute of the Banking Professional Certification Agency (LSPP) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on August 12, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Group Head Treasury, PT Bank Mandiri (Persero) Tbk. (2019- 2020)
- GM Overseas & Singapore Branch, PT Bank Mandiri (Persero) Tbk. (2020-2024)
- Senior Executive Vice President International Banking & Financial Institutions, Group PT Bank Mandiri (Persero) Tbk. (2024-2025)
- Treasury & International Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares



EKO SETYO NUGROHO
Istitutional Banking Director

Age
55 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree in Planology from Institut Teknologi Bandung
- Master of Business Administration (MBA) from Institut Teknologi Bandung
- Certified in Risk Management Competency, Qualification Level 7 by the Risk Management Certification Agency (BSMR) (2025)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on August 12, 2025.

Term of Office
2025-2030 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Head of Regional Office 14, PT Bank Negara Indonesia (Persero) Tbk. (2021)
- Head of the Distribution Network & Sales Division, PT Bank Negara Indonesia (Persero) Tbk. (2022)
- Director of Finance and Risk Management, PT Pupuk Iskandar Muda (2023-2025)
- Institutional Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
311,797 shares



MUNADI HERLAMBANG
Human Capital & Compliance Director

Age
46 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Chemical Engineering from Institut Teknologi Sepuluh November (1997)
- Master's degree in International Business from University of London (2003)
- Doctorate in Leadership and Policy Innovation from Universitas Gadjah Mada (2024)
- Certified in Risk Management Competency, Qualification Level 7 by the Risk Management Certification Agency (BSMR) (2024)

Position History

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as a Director of BNI pursuant to the resolution of the Annual General Meeting of Shareholders held on March 4, 2024, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 3 dated March 4, 2024.

The GMS approved the transfer of the former Institutional Banking Director to become Human Capital & Compliance Director at the Annual GMS on March 26, 2025, as notarized in the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 36 dated March 26, 2025, and having obtained approval from the Financial Services Authority (OJK) on November 28, 2025.

Term of Office
2024-2029 (First Period)

Concurrent Positions
BNI:
Concurrently, serves as Chairman/Deputy Chairman/Member of committees under the Board of Directors, as described in the Corporate Governance chapter of the Committees under the Board of Directors sub-chapter.

Other Public Companies:
Does not hold concurrent positions in other public companies.

Other Institutions:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Director of Finance, HC and Risk Management of PT Wijaya Karya Bitumen (2019-2021)
- Director of Institutional Relations of PT Jasa Raharja (2021-2024)
- Institutional Banking Director of PT Bank Negara Indonesia (Persero) Tbk (2024-2025)
- Human Capital & Compliance Director of PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

Education and Training in 2025
Education and training in 2025 is presented separately in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

BBNI Share Ownership as at December 31, 2025
Does not own BBNI shares

BOARD OF DIRECTORS' AFFILIATED RELATIONSHIPS

Financial, Familial, and Management Relationships of the Board of Directors														
Name	Position	Familial Relationship With						Financial Relationship With						Management Relations at BNI, Subsidiaries and Affiliated Companies	
		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder*		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Putrama Wahju Setyawan	President Director		√		√		√		√		√		√		√
Alexandra Askandar	Deputy President Director		√		√		√		√		√		√		√
Hussein Paolo Kartadjoemena	Finance & Strategy Director		√		√		√		√		√		√		√
Corina Leyla Karnalies	Consumer Banking		√		√		√		√		√		√		√
David Pirzada	Risk Management Director		√		√		√		√		√		√		√
Ronny Venir	Operations Director		√		√		√		√		√		√		√
Toto Prasetio	Information Technology Director		√		√		√		√		√		√		√
Agung Prabowo	Corporate Banking Director		√		√		√		√		√		√		√
Muhammad Iqbal	Commercial Banking Director		√		√		√		√		√		√		√
Rian Eriana Kaslan	Network & Retail Funding Director		√		√		√		√		√		√		√
Abu Santosa Sudradjat	Treasury and International Banking Director		√		√		√		√		√		√		√
Eko Setyo Nugroho	Institutional Director		√		√		√		√		√		√		√
Munadi Herlambang	Human Capital & Compliance Director		√		√		√		√		√		√		√

*) Directly or indirectly

CHANGES IN THE BOARD OF DIRECTORS MEMBER COMPOSITION AND REASONS FOR THE CHANGES

During 2025, there was one (1) change in the composition of the Board of Directors, implemented as part of ongoing efforts to further strengthen BNI's performance. Based on the resolution of the Annual General Meeting of Shareholders for the 2024 Financial Year, held on March 26, 2025, the change in the composition of the Board of Directors was as follow:

Composition of the Board of Directors for the January 1, 2025 - March 26, 2025 Period

For the period from January 1, 2025 to March 26, 2025, BNI's Board of Directors comprised 12 (twelve) members, consisting of 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors.

Name	Position	Domicile	Basis of Appointment	Term of Office	Effective Date*
Royke Tumilaar	President Director	Jakarta	EGMS Decision on September 2, 2020	2020-2025 (First Period)	November 19, 2020
Putrama Wahju Setyawan	Deputy President Director	Bekasi	AGMS Decision on March 4, 2024	2022-2027 (First Period)	September 2, 2024
Novita Widya Anggraini	Finance Director	Jakarta	EGMS Decision on September 2, 2020	2020-2025 (First Period)	November 19, 2020
Corina Leyla Karnalies	Retail Banking Director	Jakarta	AGMS Decision on February 20, 2020	2020-2025 (First Period)	June 26, 2020
David Pirzada	Risk Management Director	Jakarta	EGMS Decision on September 2, 2020	2020-2025 (First Period)	December 1, 2020
Ronny Venir	Network and Services Director	Jakarta	EGMS Decision on September 2, 2020	2020-2025 (First Period)	November 6, 2020
Mucharom	Human Capital and Compliance Director	Jakarta	EGMS Decision on August 31, 2022	2022-2027 (First Period)	January 6, 2023
Toto Prasetio	Technology and Operations Director	Jakarta	EGMS Decision on August 31, 2022	2022-2027 (First Period)	January 31, 2023
I Made Sukajaya	Enterprise and Commercial Banking Director	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (First Period)	September 2, 2024
Hussein Paolo Kartadjoemena	Digital and Integrated Transaction Banking Director	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (First Period)	September 2, 2024
Agung Prabowo	Wholesale and International Banking Director	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (First Period)	October 9, 2024
Munadi Herlambang**	Institutional Banking Director	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (First Period)	Has not been effective

*) The Board of Directors took office after obtaining FSA approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.
**) Has not been effective

Composition of the Board of Directors for the March 26, 2025 – December 31, 2025 Period

During the period of March 26, 2025 – December 31, 2025, changes were made to the composition and assignment of the Board of Directors pursuant to the Annual General Meeting of Shareholders (AGMS) held on March 26, 2025, as follows:

1. To honorably discharged the following individual from their position in the Board of Directors:
   a) Corina Leyla Karnalies, as Retail Banking Director

2. To ratify the honorable discharged of the following individuals from the Management of the Company:
   a) Mucharom, as Human Capital and Compliance Director
   b) Novita Widya Anggraini, as Fincance Director

3. To honorably discharged the following individuals from their positions in the Board of Directors:
   a) Royke Tumilaar, as President Director
   b) I Made Sukajaya, as Enterprise and Commercial Banking Director
   c) Ronny Venir, as Network and Services Director
   d) David Pirzada, as Risk Management Director

4. To reassign the following individuals as members of the Company:
   a) Putrama Wahju Setyawan, formerly Deputy President Director, to become President Director.
   b) Hussein Paolo Kartadjoemen, formerly Digital and Integrated Transaction Banking Director, to become Finance & Strategy Director.
   c) Munadi Herlambang, formerly Institutional Banking Director, to become Human Capital & Compliance Director
   d) Agung Prabowo, formerly Wholesale and International Banking, to become Corporate Banking Director
   e) Toto Prasetio, formerly Technology and Operations Director, to become Information Technology Director.

5. To amend the nomenclature of the Board of Directors' positions:

Formerly	Become
a) Wholesale and International Director	Treasury & International Banking Director
b) Digital and Integrated Transaction Banking Director	Commercial Banking Director
c) Retail Banking Director	Consumer Banking Director
d) Finance Director	Finance & Strategy Director
e) Enterprise and Commercial Banking Director	Corporate Banking Director
f) Institutional Banking Director	Institutional Banking Director
g) Technology and Operations Director	Information Technology Director
h) Network and Services Director	Network & Retail Funding Director
i) -	Operations Director

6. To appoint the following individuals as members of the Board of Directors:
   a) Alexandra Askandar, as Deputy President Director
   b) David Pirzada, as Risk Management Director
   c) Corina Leyla Karnalies, as Consumer Banking Director
   d) Ronny Venir, as Operations Director
   e) Agung Prabowo, as Corporate Banking Director
   f) Rian Kaslan, as Network & Retail Banking Director
   g) Abu Santosa Sudradjat, as Treasury & International Banking Director
   h) Muhammad Iqbal, as Commercial Banking Director
   i) Eko Setyo Nugroho, as Institutional Director

Consequently, the composition of the Board of Directors for the period of March 26, 2025 – December 31, 2025, comprises 13 (thirteen) individuals, consisting of 1 (one) President Director, 1 (one) Deputy President Director, and 11 (eleven) Directors. The composition and basis for the appointment of the Board of Directors are detailed in the table below:

Name	Position	Domicile	Basis of Appointment	Term of Office	Effective Date*
Putrama Wahju Setyawan	President Director	Bekasi	AGMS Decision on March 26, 2025	2022-2027 (First Period)	June 5, 2025
Alexandra Askandar	Deputy President Director	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	June 5, 2025
Hussein Paolo Kartadjoemena	Finance & Strategy Director	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (First Period)	September 2, 2024
Corina Leyla Karnalies	Consumer Banking Director	Jakarta	AGMS Decision on March 26, 2025	2020-2025 (First Period) 2025-2030 (Second Period)	June 26, 2020
David Pirzada	Risk Management Director	Jakarta	AGMS Decision on March 26, 2025	2020-2025 (First Period) 2025-2030 (Second Period)	December 1, 2020
Ronny Venir	Operations Director	Jakarta	AGMS Decision on March 26, 2025	2020-2025 (First Period) 2025-2030 (Second Period)	November 6, 2020
Toto Prasetio	Information Technology Director	Jakarta	EGMS Decision on August 31, 2022	2022-2027 (First Period)	January 31, 2023
Agung Prabowo	Corporate Banking Director	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (First Period)	October 9, 2024
Muhammad Iqbal	Commercial Banking Director	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Rian Eriana Kaslan	Network & Retail Funding Director	Bekasi	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Abu Santosa Sudradjat	Treasury & International Banking Director	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Eko Setyo Nugroho	Institutional Director	Jakarta	AGMS Decision on March 26, 2025	2025-2030 (First Period)	August 13, 2025
Munadi Herlambang	Human Capital & Compliance Director	Jakarta	AGMS Decision on March 4, 2024	2024-2029 (First Period)	December 1, 2025

Information on Changes in the Composition of Members of the Board of Directors and/or Members of the Board of Commissioners that Occurred after the Financial Year

There were no changes in the composition of Members of the Board of Directors and/or Members of the Board of Commissioners after the financial year 2025 until the deadline for submitting the Annual Report.

Senior Executive Vice President Profiles



Ita Tetralastwati
SEVP Treasury

Age
55 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Economics from Universitas Gadjah Mada (1996)
- Advance Level Treasury Dealer Competency by the Banking Professional Certification Institute (2023)
- Competency in Financing Sub-Sector Supervision Qualification Level 6 by the National Professional Certification Agency (2024)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Treasury based on Decision of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk No. KP/374/ DIR/R dated November 9, 2020.

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Commissioner of PT BNI Multifinance (2024 – present) – Financial Services Authority Decision Number KEP 147/PL.02/2025 dated July 2, 2025

Work Experience
- Money Market Dealer, PT Bank Pembangunan Indonesia (Persero) (1998-1999)
- Cash & Liquidity Dealer, PT Bank Mandiri (Persero) Tbk (1999- 2007)
- Fixed Income Dealer, PT Bank Mandiri (Persero) Tbk (2007-2008)
- Money Market Dealer, PT Bank Mandiri (Persero) Tbk (2008-2009)
- Chief Dealer Treasury Cash & Liquidity Management, PT Bank Mandiri (Persero) Tbk (2009-2011)
- Vice President Treasury Interest Rate Trading, PT Bank Mandiri (Persero) Tbk (2011-2015)
- Vice President Treasury FX Trading, PT Bank Mandiri (Persero) Tbk (2015-2016)
- Senior Vice President Market Risk, PT Bank Mandiri (Persero) Tbk (2016-2018)
- Non Executive Director Bank Mandiri Europe Limited (2018-2020)
- Senior Vice President Market & Operational Risk, PT Bank Mandiri (Persero) Tbk (2020)
- Senior Executive Vice President Treasury, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Victor Erico Korompis
SEVP Information Technology

Age
51 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bina Nusantara University (1992-1996)
- Universitas Indonesia (Master Information Technology) Graduated with Cum Laude (1999-2001)
- The Innovative Technology Leader at Standford University (2023)
- Venture Capital Executive Program oleh Berkeley University San Fransisco (2024)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (LSPP) (2025).

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Information Technology based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. DIR/006/R dated January 20, 2023.

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
President Commissioner of PT BNI Modal Ventura (2024 – present)

Work Experience
- IBM Business Partner - PT Mitra Integrasi Komputindo (1996-2002)
- AVP, IT Programme Management Office Head – PT Bank Danamon Indonesia Tbk (2001-2004)
- Vice President, IT Cons. Finance, Touchpoint & Payment Head – PT Bank Danamon Indonesia Tbk (2004-2007)
- Senior VP, IT Electronic Channels and Card Head (2007–2010)
- Executive VP, IT Business Solution & System Integration Head – PT Bank Danamon Indonesia Tbk (2010–2016)
- Acting Chief Information Officer - PT Bank Danamon Indonesia Tbk (2015–2016)
- Senior Vice President, Head of Information Technology - PT Bank Mandiri (Persero) Tbk (2016–2018)
- Senior Vice President, Head of Digital Banking Delivery Group - PT Bank Mandiri (Persero) Tbk (2019-2022)
- Senior Executive Vice President Information Technology – PT Bank Negara Indonesia (Persero) Tbk (2023–present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Steven Suryana
SEVP Wealth Management

Age
53 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics Degree from Universitas Tarumanegara (1995)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (LSPP) (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Wealth Management based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. DIR/062 dated May 16, 2023.

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- General Manager – Standard Chartered Bank Philippines (2007)
- Head of Wealth Management - ABN AMRO Bank (Royal bank of Scotland) (2007-2010)
- Group Head, Sales & Marketing – PT Manulife Aset Manajemen Indonesia (2010-2011)
- SVP & Head of Wealth Management – HSBC Indonesia (2011 – 2019)
- Director, Retail Banking Head – Citibank Indonesia (2019 - 2023)
- Senior Executive Vice President Wealth Management - PT Bank Negara Indonesia (Persero) Tbk (2023 – present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Bun Hendra
SEVP Credit Risk

Age
48 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Engineering Degree from Universitas Tarumanagara (1995-1999)
- Master of Management from Universitas Indonesia (2001-2003)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (LSPP) (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Credit Risk based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/743/DIR/R dated October 25, 2023

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- SVP and Credit Review Division Co Head - PT Bank Ekonomi Rahardja Tbk. (2010 – 2013)
- Director, Head of Research & Analysis, Indonesia – PT ANZ Indonesia (2014 – 2016)
- Executive Vice President, Global Corporate Credit Head - PT Bank CIMB Niaga Tbk (2016-2019)
- Executive Director, Head of Credit Risk Specialist - PT Bank DBS Indonesia (2019 – 2023)
- Senior Executive Vice President Credit Risk - PT Bank Negara Indonesia (Persero) Tbk. (2023 – present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Pancaran Affendi
SEVP Wholesale Solutions & Value Chain

Age
52 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Organizational Leadership - IMD Business School (2014)
- Civil Engineering - Universitas Tarumanegara (1997)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (LSPP) (2024)

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Corporate Banking based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/742/DIR/R dated October 25, 2023.

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Commissioner of BNI Sekuritas (2024).

Work Experience
- Civil Structural Designer, PT Partono Fondas (1997 – 1998)
- Assistant to BOC, RM, Corporate Banking Analyst, PT Bank Central Asia Tbk (1998 – 2004)
- AVP - Corporate Banking, DBS Bank (2004 – 2005)
- VP – Corporate Banking, ABN AMRO Bank N.V (2005 –2008)
- Managing Director – Country Head of Global Corporate & Institutional Banking MUFG Bank (2008 -2023)
- SEVP Corporate Banking, PT Bank Negara Indonesia (Persero) Tbk (2023 - 2024)
- SEVP Wholesale Solutions & Value Chain, PT Bank Negara Indonesia (Persero) Tbk (2024 - present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Andy Yusdiman
SEVP Commercial & SME

Age
53 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Accounting Degree from Universitas Islam Bandung Tahun (1997)
- Master's Degree in Finance from Universitas Gadjah Mada Tahun (2010)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (BSMR) (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Commercial & SME based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/350/DIR/R dated July 28, 2025

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Deputy leader of Commercial Banking Division (2021 - 2023)
- Area Head - Regional Office 09 (2023 - 2024)
- Regional CEO - Regional Office 09 (2024 - 2025)
- Senior Executive Vice President (SEVP) Commercial & SME (2025 – present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Efrizal
SEVP Government Solution

Age
55 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Civil Law from Universitas Andalas (1995)
- Master's Degree in Marketing Management from Universitas Negeri Padang (2013)
- Executive Development: Developing Strategic Thinking & Action oleh Melbourne Business School (2023)
- SESPIBANK Batch 78 Resilient Leadership to Strengthen the Business Ecosystem Sustainability from LPPI (2024)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
- Appointed as Acting SEVP Government & Solution based on Board of Directors Decision of PT Bank Negara Indonesia (Persero) Tbk. No. KP/350/DIR/R dated July 28, 2025
- Appointed as SEVP Government Solution on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/2410/HCE/1/R dated November 6, 2025

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Branch Manager, Medan Main Branch Office, PT Bank Negara Indonesia (Persero) (2016-2018)
- Regional Consumer Banking Head, Medan Regional Office, PT Bank Negara Indonesia (Persero) (2018-2020)
- Regional Consumer Banking Head, Bandung Regional Office, PT Bank Negara Indonesia (Persero) (2020-2021)
- Sales Division Head, PT Bank Negara Indonesia (Persero) (2021-2022)
- Institutional Banking Division Head 2, PT Bank Negara Indonesia (Persero) (2022-2025)
- Commissioner of PT BNI Asset Management (2022-2025)
- Senior Executive Vice President Government & Solution PT Bank Negara Indonesia (Persero) Tbk (2025-present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Saridatun
SEVP Remedial & Recovery

Age
53 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree in Agro-Industrial Technology from Universitas Gadjah Mada (1994)
- Master's Degree in Management Accounting from Universitas Gadjah Mada (1996)
- Risk Management Competency Level 7 Qualification by the Banking Professional Certification Institute (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Remedial & Recovery based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/283/DIR/R dated June 25, 2025

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Head Of Corporate Recovery – Corporate Remedial Recovery (2012-2013)
- Group Head Corporate Recovery – Corporate Remedial Recovery (2013-2016)
- Head Of Regional Remedial & Recovery – Regional Remedial & Recovery Jakarta II (2016-2017)
- Head of Regional Credit Recovery & Resolution – Jakarta Kemayoran Regional Office (2017-2018)
- Deputy Leader – Corporate Remedial & Recovery Division (2018-2022)
- Deputy Leader – Corporate Remedial & Recovery Corporation Credit (2022-2023)
- Department Head – Enterprise & Commercial Remedial & Recovery Division (2023-2024)
- General Manager - Enterprise & Commercial Remedial & Recovery Division (2024-2025)
- Senior Executive Vice President Remedial Recovery (2025-present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Sri Indira
SEVP Network & Sales

Age
55 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Agricultural Industrial Technology from Institut Pertanian Bogor (1993)
- Master's Degree in Management from Universitas Gadjah Mada (2018)
- Qualified Risk Governance Professional (QRGP) from CMRS Indonesia (2023)
- Certified in Risk Management Competency Level 7 by the Banking Professional Certification Institute (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
- Appointed as SEVP Network & Sales with an Acting Position based on the Decree of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk. No. KP/350/DIR/R dated July 28, 2025
- Confirmed as SEVP Network & Sales effective September 23, 2025 based on the Decree of the Human Capital Services Division of PT Bank Negara Indonesia (Persero) Tbk. No. KP/01961/HCE/1/R dated October 1, 2025.

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- AVP Cash Management Sales - Citibank NA Jakarta (2007)
- Vice President - Wholesales Transaction Sales Bank Permata (2007- 2009)
- VP Sales Advisory Transactional Banking & Financial Service Division, PT Bank Negara Indonesia (Persero) Tbk (2009-2013)
- Deputy Division Head (Cash Management) Banking Transactional Services Division, PT Bank Negara Indonesia (Persero) Tbk (2014 - 2017)
- Consumer Banking Division Head, Yogyakarta Regional Office, PT Bank Negara Indonesia (Persero) Tbk (2017 - 2019)
- E-Banking Division Head, PT Bank Negara Indonesia (Persero) Tbk (2019 - 2021)
- Retail Solutions Division Head, PT Bank Negara Indonesia (Persero) Tbk (2021 - 2023)
- Consumer Product Division Head, PT Bank Negara Indonesia (Persero) Tbk (2023)
- Consumer Segment Division Head, PT Bank Negara Indonesia (Persero) Tbk (2023 - 2025)
- Commissioner of PT BNI Life Insurance (2023-2024)
- SEVP Network & Sales, PT Bank Negara Indonesia (Persero) Tbk (August 2025 - Present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Efita Praharani
SEVP Human Capital

Age
58 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree in Psychology from Universitas Gadjah Mada (1992)
- Master's Degree in Administrative Science from Universitas Indonesia (2005)
- Certified in Risk Management Competency Level 7 by the Banking Professional Certification Institute (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Human Capital based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. DIR/062 dated June 26, 2025

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- SVP Business Partner - PT Bank Negara Indonesia (Persero) Tbk. (2022 – 2023)
- Human Capital Business Partner Head - PT Bank Negara Indonesia (Persero) Tbk. (2023 -2025)
- SEVP Human Capital - PT Bank Negara Indonesia (Persero) Tbk. (2025 – Present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.



Johansyah
SEVP Legal & Governance

Age
44 years old as of December 31, 2025

Nationality
Indonesian Citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's Degree in Law from Universitas Hasanuddin (2004)
- Master's Degree in Notarial Law from Universitas Jayabaya (2022)
- Licensed Advocate from Perhimpunan Advokat Indonesia (PERADI) (2010)
- Certified Receiver and Administrator from Asosiasi Kurator dan Pengurus Indonesia (AKPI) (2011)
- Risk Management Competency Level 7 by the Risk Management Certification Agency (BSMR) (2025)
- Indonesia Internal Audit Practitioner (IIAP) from The Institute of Internal Auditors Indonesia (2025)

Position History
Legal Basis of Appointment as the Company's SEVP
- Appointed as SEVP Legal & Governance with an Acting Position based on the Decree of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk. No. KP/146/DIR/R dated August 28, 2025.
- Confirmed as SEVP Legal & Governance effective October 1, 2025 based on the Decree of the Human Capital Services Division of PT Bank Negara Indonesia (Persero) Tbk. No. KP/2411/HCE/1/R dated November 6, 2025.

Concurrent Positions
BNI
No concurrent positions at BNI.

Others Public Companies
Does not hold concurrent positions in other public companies.

Other Institutions
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions.

Work Experience
- Assistant Vice President Perkara Perdata, Legal Division PT Bank Negara Indonesia (Persero) Tbk (2014- 2018)
- Vice President Litigasi Perkara Pidana & Klaim, Legal Division PT Bank Negara Indonesia (Persero) Tbk (2018)
- General Manager, Legal Division, PT Bank Negara Indonesia (Persero) Tbk (2018 - 2023)
- General Manager, Corporate Remedial & Recovery Division, PT Bank Negara Indonesia (Persero) Tbk (2023 - 2024)
- Chief Audit Executive, PT Bank Negara Indonesia (Persero) Tbk (2024 - 2025)
- Senior Executive Vice President Legal & Governance, PT Bank Negara Indonesia (Persero) Tbk (August 2025 – Present)

Affiliated Relationship
No affiliations with members of the Board of Directors and Board of Commissioners, or with the majority and controlling shareholder.

Training in 2025
Data can be found in the Senior Executive Vice President (SEVP) Competency Development section in the Company Profile chapter of this Annual Report.

Executive Officers Profiles

Head of Divisions in the Main Directorate



Hedmon Yusfid
Internal Audit Head

52 years old as of December 31, 2025. Holds a Master's degree in Management and Business from Institut Pertanian Bogor. Appointed as Internal Audit Head based on Board of Directors' Decree No. KP/147/DIR/R dated August 28, 2025.



Okki Rushartomo
Corporate Secretary Division Head

45 years old as of December 31, 2025. Holds a Bachelor's degree in Industrial Engineering from Institut Teknologi Bandung. Appointed as Division Head – Communication & Corporate Secretary Division based on Board of Directors' Decree No. KP/367/DIR/R dated September 19, 2022 and change of unit name to Corporate Secretary Division, served as Corporate Secretary Division Head based on Board of Directors' Decree No. KP/208/DIR/R dated May 31, 2023.

Heads of Division in the Deputy Directorate



Rayendra Minarsa Goenawan
Environmental, Social & Governance Division Head merangkap Enterprise Risk Management Division Head

41 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Bina Nusantara. Appointed as Environmental, Social & Governance Division Head concurrently Enterprise Risk Management Division Head based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.

Heads of Divisions in the Corporate Banking



Andrean Palonggam
Corporate Banking 1 Division Head

42 years old as of December 31, 2025. Holds a Bachelor's degree in Management from Universitas Katolik Atma Jaya. Appointed as Corporate Banking 1 Division Head based on Board of Directors' Decree No. KP/820/ DIR/R dated December 6, 2023.



Ditya Maharhani Harninda
Corporate Banking 2 Division Head

44 years old as of December 31, 2025. Holds a Master's degree in Marketing from the University of New South Wales. Appointed as Corporate Banking 2 Division Head based on Board of Directors' Decree No. KP/327/DIR/R dated June 22, 2023.



Liza Sulaiman
Corporate Banking 3 Division Head

46 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Corporate Banking 3 Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Arief Wibawa
Corporate Banking 4 Division Head

47 years old as of December 31, 2025. Holds a Bachelor's degree in Industrial Engineering from Universitas Telkom. Appointed as Corporate Banking 4 Division Head based on Board of Directors' Decree No. KP/244/DIR/R dated June 12, 2023.



Nyimas Sulistia Sriwulandari
Syndication & Structured Finance Division Head

37 years old as of December 31, 2025. Holds a Bachelor's degree in Management from Universitas Indonesia. Appointed as Syndication & Structured Finance Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



I Gede Widya Anantayoga
Wholesale Transaction Product & Value Chain Division Head

45 years old as of December 31, 2025. Holds a Master's degree in Management and Business from Institut Pertanian Bogor. Appointed as Wholesale Transaction Product & Value Chain Division Head based on Board of Directors' Decree No. KP/377/DIR/R dated August 1, 2025.



Efransyah Mudani
Wholesale Transaction Digital Channel Division Head

43 years old as of December 31, 2025. Holds a Bachelor's degree in Material Engineering from Institut Teknologi Bandung. Appointed as Wholesale Transaction Digital Channel Division Head based on Board of Directors' Decree No. KP/163/DIR/R dated April 26, 2024.



Ester Dian Fajar Rainy
SORX Wholesale Banking

39 years old as of December 31, 2025. Holds a Master's degree in Business Adiministration from the University of Manchester. Appointed as Senior Operational Risk Executive (SORX) Wholesale Banking based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Amalia Savitri
SBX Corporate Banking

48 years old as of December 31, 2025. Holds a Master's degree in Financial Management from Universitas Indonesia. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/591/DIR/R dated July 10, 2023.



Mochamad Roland Perdana
SBX Corporate Banking

41 years old as of December 31, 2025. Holds a Doctoral degree in Management from Universitas Brawijaya. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/200/DIR/R dated May 27, 2024.

Heads of Divisions in the Institutional Directorate



Mayliana
Institutional Banking 1 Division Head

53 years old as of December 31, 2025. Holds a Master's degree in Agribusiness from Institut Pertanian Bogor. Appointed as Institutional Banking 1 Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Donny Chairuman
Institutional Banking 2 Division Head

48 years old as of December 31, 2025. Holds a Bachelor's degree in Accounting from Universitas Trisakti. Appointed as Institutional Banking 2 Division Head based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.



Aries Firdiansyah
Government Solution Head

40 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Government Solution Head based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.

Head of Division in the Treasury & International Banking Directorate



Roekma Hari Adji
International & Financial Institutions Division Head

55 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Pancasila. Appointed as International & Financial Institutions Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Rini Yuniar
Treasury Division Head

54 years old as of December 31, 2025. Holds a Master's degree in Internal Auditing from Universitas Gadjah Mada. Appointed as Treasury Division Head based on Board of Directors' Decree No. KP/260/DIR/R dated June 10, 2025.



Ikhwani Fauzana
Pension Fund Division Head

45 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Pension Fund Division Head based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023.



Leo Putera Rinaldy
Office of Chief Economist

42 years old as of December 31, 2025. Holds a Bachelor's degree in Economics from Universitas Indonesia. Appointed as Chief Economist based on Board of Directors' Decree No. KP/755/DIR/R dated October 31, 2023.

Head of Division in the Commercial Banking Directorate



Andri Achyadi
Enterprise Banking 1 Division Head

43 years old as of December 31, 2025. Holds a Master's degree in Business Administration from Institut Teknologi Bandung. Appointed as Enterprise Banking 1 Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



I Dewa Gde Ngurah Yoga Pratama
Enterprise Banking 2 Division Head

46 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Katolik Indonesia Atma Jaya. Appointed as Enterprise Banking 2 Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Muh. Evan Zulkarnaen
Commercial Banking 1 Division Head

55 years old as of December 31, 2025. Holds a Master's degree in Small Medium Industry from Institut Pertanian Bogor. Appointed as Acting Commercial Banking 1 Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Edo Septian Permadi
Commercial Banking 2 Division Head

37 years old as of December 31, 2025. Holds a Bachelor's degree in International Relations from Universitas Airlangga. Appointed as Acting Commercial Banking 2 Division Head based on Board of Directors' Decree No. KP/157/DIR/R dated April 11, 2025.



I Nyoman Astiawan
Business Program Division Head

55 years old as of December 31, 2025. Holds a Bachelor's degree in Management from Universitas Brawijaya. Appointed as Business Program Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Faizal Isnaeni
SME Business Division Head

48 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Lampung. Appointed as SME Business Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Martinus Matondang
SBX Enterprise Banking

54 years old as of December 31, 2025. Holds a Bachelor's degree in Development from Universitas Bung Hatta. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/450/ DIR/R dated September 9, 2025.



Warda Nadjamuddin
SBX Enterprise Banking

54 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Sam Ratulangi. Appointed as Senior Business Executive (SBX) based on Board of Directors' No. KP/450/ DIR/R dated September 9, 2025.



Ridwan Resmana
SBX Enterprise Banking

53 years old as of December 31, 2025. Holds a Bachelor's degree in Accounting from Universitas Siliwangi. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/450/ DIR/R dated September 9, 2025.



Rommel TP. Sitompul
SBX Enterprise Banking

55 years old as of December 31, 2025. Holds a Master's degree in Marketing Management from Universitas Persada Indonesia YAI. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/450/DIR/R dated September 9, 2025.



Litasari Wahju W
SBX Enterprise Banking

54 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/450/DIR/R dated September 9, 2025.



Muhammad Safri Hidayat
SBX Enterprise Banking

46 years old as of December 31, 2025. Holds a Bachelor's degree in Economics and Development Studies from Universitas Gadjah Mada. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/450/DIR/R dated September 9, 2025.



Eddy Winata
SBX Enterprise Banking

55 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/450/DIR/R dated September 9, 2025.



Mohamad Rizki Rahman
SBX Enterprise Banking

48 years old as of December 31, 2025. Holds a Master's degree in Management from Sekolah Tinggi Manajemen PPM Jakarta. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/450/DIR/R dated September 9, 2025.

Head of Division in the Consumer Banking Directorate



Grace Situmeang
Consumer Segment Division Head and Acting Card Business Division Head

52 years old as of December 31, 2025. Holds a Bachelor's degree in International Relations from Universitas Indonesia. Appointed as Card Business Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025 and also appointed as Acting Card Business Division Head based on Board of Directors' Decree No. KP/393/DIR/R dated August 12, 2025.



Febrian Sugiharta
Consumer Product Division Head

45 years old as of December 31, 2025. Holds a Bachelor's degree in Agribusiness from Institut Pertanian Bogor. Appointed as Consumer Product Division Head based on Board of Directors' Decree No. KP/211/DIR/R dated May 31, 2024.



Erick Runtu
Marketing Communications Division Head

48 years old as of December 31, 2025. Holds a Bachelor's degree in Accounting from Sekolah Tinggi Ilmu Ekonomi Nusantara. Appointed as Marketing Communications Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Mesah Roni Ginting
Retail Digital Product & Partnership Division Head

44 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Retail Digital Product & Partnership Division Head based on Board of Directors' Decree No. KP/372/DIR/R dated June 23, 2023.



Henny Woe
Wealth Management Division Head

50 years old as of December 31, 2025. Holds a Bachelor's degree in Accounting from Universitas Tarumanagara. Appointed as Wealth Management Division Head based on Board of Directors' Decree No. KP/267/DIR/R dated June 14, 2023.



Hari Satriyono
SORX Consumer Banking & Corporate Function

55 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Senior Operational Risk Control (SORX) Consumer Banking & Corporate Function based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.

Head of Division in the Risk Management Directorate



Rayendra Minarsa Goenawan
Enterprise Risk Management Division Head merangkap Environmental, Social & Governance Division Head

41 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Bina Nusantara. Appointed as Enterprise Risk Management Division Head serving concurrently serving as Environmental, Social & Governance Division Head based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.



Putu Bagus Kresna
Operational Risk Management Division Head

53 years old as of December 31, 2025. Holds a Master's degree in Financial Management from Universitas Indonesia. Appointed as Operational Risk Management Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Wilhelmus Max Charles
Anti Fraud Head

49 years old as of December 31, 2024. Holds a Bachelor's degree in Management from Universitas Gunadarma. Appointed as Anti Fraud Head based on Board of Directors' Decree No. KP/290/DIR/R dated June 16, 2023.



Ujuan Marihot H. P.
Corporate Credit Risk Division Head

50 years old as of December 31, 2025. Holds a Master's degree in Civil Engineering from University of Wolverhampton and a Master's degree in Management from Universitas Indonesia. Appointed as Corporate Credit Risk Division Head based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.



Rendi Ardianto
Acting Enterprise Credit Risk Division Head

41 years old as of December 31, 2025. Holds a Master's degree in International Business from Leeds Metropolitan University. Appointed as Acting Enterprise Credit Risk Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Made Nariswari
Retail Credit Risk Division Head

51 years old as of December 31, 2024. Holds a Bachelor's degree in Economics from Universitas Indonesia. Appointed as Head of Retail Credit Risk Division Head based on Board of Directors' Decree No. KP/820/DIR/R dated December 06, 2023.



I.B.K. Purwa Atmaja
Commercial Credit Risk Division Head

54 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Commercial Credit Risk Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Rangga Bhirawa Wicaksana
Corporate Remedial & Recovery Division Head

41 years old as of December 31, 2025. Holds a Master's degree in Management from Institut Teknologi Bandung. Appointed as Corporate Remedial & Recovery Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Prihati
Enterprise & Commercial Remedial & Recovery Division Head

46 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Enterprise & Commercial Remedial & Recovery Division Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Nur Lies Diana
Retail Collection & Recovery Division Head

55 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Retail Collection & Recovery Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Muhammad Jufri
SCX Corporate & Enterprise Credit Risk

56 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Trisakti. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/123/DIR/R dated April 2, 2024.



Yanar Siswanto
SCX Corporate & Enterprise Credit Risk

56 years old as of December 31, 2025. Holds a Master's degree in Agribusiness from Institut Pertanian Bogor. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. DIR/653 dated August 19, 2025.



Agus Sutanto
SCX Corporate & Enterprise Credit Risk

47 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Indonesia. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/409/DIR/R dated June 27, 2023.



Aryani Dwi Satiti
SCX Commercial Credit Risk

53 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Renosari
SCX Commercial Credit Risk

52 years old as of December 31, 2025. Holds a Master's degree in Banking and Financial Law from Boston University and a Master's degree in Economic Law from Universitas Indonesia. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/466/DIR/R dated October 22, 2024.



Julyus D. Aritonang
SCX Commercial Credit Risk

54 years old as of December 31, 2025. Holds a Master's degree in Financial and Banking Management from Universitas Indonesia. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/466/DIR/R dated October 22, 2024.



Eko Setiawan
SCX Commercial Credit Risk

55 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/410/DIR/R dated June 27, 2023.



Bernardus
SCX Commercial Credit Risk

55 years old as of December 31, 2025. Holds a Master's degree in Accounting Management from Universitas Gadjah Mada. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/412/DIR/R dated June 27, 2023.



Badriansyah
SCX Commercial Credit Risk

56 years old as of December 31, 2025. Holds a Bachelor's degree in Accounting from Universitas Padjadjaran. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/2225/HCE/1/R dated October 29, 2025.



Retna Mumpuni
SCX Commercial Credit Risk

54 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/591/DIR/R dated July 10, 2023.



Wirawan Ari Rachmana
SCX Commercial Credit Risk

52 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Diponegoro. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/466/DIR/R dated October 22, 2024.

Head of Division in the Finance & Strategy Directorate



Aldi Advianto Baskara
Corporate Planning & Performance Management Division Head

40 years old as of December 31, 2025. Holds a Master of Business Administration degree from the University of Birmingham. Appointed as Corporate Planning & Performance Management Division Head based on Board of Directors' Decree No. KP/200/DIR/R dated May 27, 2024.



Setyo Susilo
Accounting Division Head

53 years old as of December 31, 2025. Holds a Master's degree in Small and Medium Industries from Institut Pertanian Bogor. Appointed as Accounting Division Head based on Board of Directors' Decree No. KP/688/DIR/R dated September 26, 2023.



Made Dany Pratiwi B.
Procurement & Fixed Assets Division Head

54 years old as of December 31, 2025. Holds a Master's degree in Actuarial Science from Universitas Indonesia. Appointed as Procurement & Fixed Assets Division Head based on Board of Directors' Decree No. KP/233/DIR/R dated June 6, 2023.



Yohan Setio
Investor Relations Division Head

0 years old as of December 31, 2025. Holds a Master of Business Administration degree from the University of Cambridge. Appointed as Investor Relations Division Head based on Board of Directors' Decree No. KP/229/DIR/R dated June 6, 2023.



M. Emil Azhary
Subsidiaries Management Division Head

47 years old as of December 31, 2025. Holds a Master's degree in Business Administration from Northeastern University. Appointed as Subsidiaries Management Division Head based on Board of Directors' Decree No. KP/237/DIR/R dated June 6, 2023.



R. Pratama Prabawaputra
Corporate Development & Transformation Division Head

38 years old as of December 31, 2025. Holds a Master's degree in Global Banking and Finance from the University of Birmingham. Appointed as Corporate Development & Transformation Division Head based on Board of Directors' Decree No. KP/040/DIR/R dated January 29, 2024.

Head of Division in the Information Technology Directorate



Ari Pratiwi
IT Strategy & Architecture Division Head

52 years old as of December 31, 2025. Holds a Doctoral degree in Economics from Universitas Trisakti. Appointed as IT Strategy & Architecture Division Head based on Board of Directors' Decree No. KP/377/DIR/R dated June 26, 2023.



Chong Chin Meng
Chief Information Security Officer

49 years old as of December 31, 2025. Holds a Bachelor's degree in Computer Science from Informatics College, Kuala Lumpur. Appointed as Chief Information Security Officer based on Board of Directors' Decree No. KP/499/HCE/1/R dated March 20, 2025.



Handika Fakhrizal Hakim
AI & Big Data Analytics Division Head

39 years old as of December 31, 2025. Holds a Bachelor's degree in International Business from Curtin University of Technology. Appointed as AI & Big Data Analytics Division Head based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.



Alfonso Tambunan
Wholesale Digital Delivery Division Head

52 years old as of December 31, 2025. Holds a Bachelor's degree in Business Administration from The Ohio State University. Appointed as Wholesale Digital Delivery Division Head based on Decree No. KP/1652/HCE/1/R dated September 27, 2024.



Heri Atmoko
Retail Digital Delivery Division Head

47 years old as of December 31, 2025. Holds a Master's degree in Information Systems Management from Universitas Budi Luhur. Appointed as Retail Digital Delivery Division Head based on Board of Directors' Decree No. KP/379/DIR/R dated June 26, 2023.



Setiawan Anis Widjojo
Application Development Division Head

54 years old as of December 31, 2025. Holds a Master's degree in Internal Auditing from Universitas Gadjah Mada. Appointed as Application Development Division Head based on Board of Directors' Decree No. KP/378/DIR/R dated June 26, 2023.



Nugroho Gito Prasodjo
IT Application Services Division Head

47 years old as of December 31, 2025. Holds a Master's degree in Computer Science from Universitas Indonesia. Appointed as IT Application Services Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Sonny Setiadi
IT Infrastructure Management Division Head

53 years old as of December 31, 2025. Holds a Master's degree in Banking from Institut Keuangan Perbankan dan Informatika Asia Perbanas. Appointed as IT Infrastructure Management Division Head based on Board of Directors' Decree No. KP/380/DIR/R dated June 26, 2023.



Munajat
SORX Technology & Operations

53 years old as of December 31, 2025. Holds a Bachelor's degree in Financial and Banking Management from STIE Perbanas. Appointed as Senior Operational Risk Executive (SORX) Technology & Operations based on Board of Directors' Decree No. KP/480/DIR/R dated October 31, 2024.

Head of Division in the Operations Directorate



Erisman
Credit Operations Division Head

55 years old as of December 31, 2025. Holds a Bachelor's degree in Agricultural Engineering from Institut Pertanian Bogor. Appointed as Credit Operations Division Head based on Board of Directors' Decree No. KP/768/DIR/R dated December 22, 2025.



Muhammad Gunawan Putra
Digital Operations Division Head

55 years old as of December 31, 2025. Holds a Master's degree in Strategic Management from Universitas Gadjah Mada. Appointed as Digital Operations Division Head based on Decree No. KP/002/SEVP/R dated May 15, 2023.



Herry Setiadi Munawir
Banking Operations Division Head and Acting Operations Strategy & Development Division Head

44 years old as of December 31, 2025. Holds a Bachelor's degree in Accounting from Universitas Klabat. Appointed as Banking Operations Division Head based on Board of Directors' Decree No. KP/001/DIR/R dated May 15, 2023 and also appointed as Acting Operations Strategy & Development Division Head based on Board of Directors' Decree No. KP/247/DIR/R dated June 12, 2023.



Rahmat Pertinda
Customer Experience Center Division Head

53 years old as of December 31, 2025. Holds a Master's degree in Law from Universitas Trisakti. Appointed as Customer Experience Center Division Head based on Board of Directors' Decree No. KP/212/DIR/R dated May 31, 2023.

Head of Divisions in the Human Capital & Compliance Directorate



Mochammad Irfan Maulana
Compliance Division Head

46 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Indonesia and a Master's degree in Business Administration from the University of Birmingham. Appointed as Compliance Division Head based on Board of Directors' Decree No. KP/767/DIR/R dated Desember 22, 2025.



Pudyo Bayu Hartawan
Legal Division Head

44 years old as of December 31, 2025. Holds a Bachelor's degree in Law from Universitas Brawijaya. Appointed as Legal Division Head based on Board of Directors' Decree No. KP/767/DIR/R dated June 2, 2025.



Rahmawati
AML – CFT Division Head

55 years old as of December 31, 2025. Holds a Master's degree in Economic Law from Universitas Indonesia. Appointed as AML – CFT Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Hendra Susila
Policy Governance Division Head

46 years old as of December 31, 2025. Holds a Master's degree in Financial Management from Universitas Putra Indonesia YPTK. Appointed as Policy Governance Division Head based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023.



Yenni Sari Dewi
Human Capital Strategy Division Head

47 years old as of December 31, 2025. Holds a Master's degree in General Business from Universitas Gadjah Mada. Appointed as Human Capital Strategy Division Head based on Board of Directors' Decree No. KP/250/DIR/R dated June 13, 2023.



Afthon Shodaq Noor
Human Capital Services Division Head

54 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Human Capital Services Division Head based on Board of Directors' Decree No. KP/259/DIR/R dated June 13, 2023.



Dandy P. Sjamsudin
BNI University Division Head

54 years old as of December 31, 2025. Holds a Master's degree in Finance and Banking from Monash University. Appointed as BNI University Division Head based on Board of Directors' Decree No. KP/261/DIR/R dated June 13, 2023.



Nurhaena
Human Capital Business Partner Head

56 years old as of December 31, 2025. Holds a Master's degree in Administrative Sciences from Universitas Indonesia. Appointed as Human Capital Business Partner Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Sandy Dwinanto
Human Capital Business Partner Head

52 years old as of December 31, 2025. Holds a Master's degree in Risk Management from Universitas Indonesia. Appointed as Human Capital Business Partner Head based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.

Head of Divisions in the Network & Retail Funding Directorate



Indra Gunawan
Retail Digital Channel Division Head

44 years old as of December 31, 2025. Holds a Bachelor's degree in Computer Science from the University of Texas. Appointed as Retail Digital Channel Division Head based on Board of Directors' Decree No. KP/062/DIR/R dated February 19, 2024.



Rahma Dhoni
Agen46 Division Head

48 years old as of December 31, 2025. Holds a Master's degree in Management Science from Universitas Indonesia. Appointed as Agen46 Division Head based on Board of Directors' Decree No. KP/153/DIR/R dated May 3, 2023.



Beby Lolita Indriani
Network Strategy & Development Division Head

55 years old as of December 31, 2025. Holds a Master's degree in Banking Management from Universitas Padjadjaran. Appointed as Network Strategy & Development Division Head based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Novian Prasetyo
Acting Sales Strategy & Execution Division Head

50 years old as of December 31, 2025. Holds a Bachelor's degree in Management from Supra School of Economics. Appointed as Acting Sales Strategy & Execution Division Head based on Board of Directors' Decree No. KP/492/DIR/R dated September 30, 2025.



Suryo Utomo
SORX Network & Retail

54 years old as of December 31, 2025. Holds a Master's degree in Accounting Science from Universitas Diponegoro. Appointed as Senior Operational Risk Executive (SORX) Network & Retail based on Board of Directors' Decree No. KP/595/DIR/R dated July 14, 2023.

Regional CEO



Rustianto
Regional CEO of Regional Office 01

54 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Sebelas March. Appointed as Regional CEO of Regional Office 01 based on Board of Directors' Decree No. KP/634/DIR/R dated August 16, 2023.



Khairul Salam
Regional CEO of Regional Office 02

52 years old as of December 31, 2025. Holds a Bachelor's degree in Information Management from STMIK YPTK Padang. Appointed as Regional CEO of Regional Office 02 based on Board of Directors' Decree No. KP/284.2/DIR/R dated June 15, 2023.



Zamzami
Regional CEO of Regional Office 03

55 years old as of December 31, 2025. Holds a Master's degree in Management from STIM LPMI. Appointed as Regional CEO of Regional Office 03 based on Board of Directors' Decree No. KP/312/DIR/R dated July 17, 2024.



Roy Wahyu Maulana
Regional CEO of Regional Office 04

55 years old as of December 31, 2025. Holds a Bachelor's degree in Economics from Universitas Kristen Indonesia. Appointed as Regional CEO of Regional Office 04 based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023.



I Gst. Nym. Dharma Putra
Regional CEO of Regional Office 05

54 years old as of December 31, 2025. Holds a Doctorate degree in Religious and Cultural Studies from Universitas Hindu Indonesia. Appointed as Regional CEO of Regional Office 05 based on Board of Directors' Decree No. KP/284.5/DIR/R dated June 15, 2023.



Maya Agustina
Regional CEO of Regional Office 06

52 years old as of December 31, 2025. Holds a Bachelor's degree in Agricultural Economics and Resources from Institut Pertanian Bogor. Appointed as Regional CEO of Regional Office 06 based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023.



Muhammad Arafat
Regional CEO of Regional Office 07

55 years old as of December 31, 2025. Holds a Master's degree in Financial Management from Universitas Hasanuddin. Appointed as Regional CEO of Regional Office 07 based on Board of Directors' Decree No. KP/284.7/DIR/R dated June 15, 2023.



Komang Arya Wira Kusuma Atmaja
Regional CEO of Regional Office 08

47 years old as of December 31, 2025. Holds a Bachelor's degree in Engineering and Industrial Management from Institut Teknologi Nasional Malang. Appointed as Regional CEO of Regional Office 08 based on Board of Directors' Decree No. KP/312/DIR/R dated July 17, 2024.



Sari Anggraini
Regional CEO of Regional Office 09

52 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Jenderal Soedirman. Appointed as Regional CEO of Regional Office 09 based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.



Anak Agung Agustiya Novitayanti
Regional CEO of Regional Office 10

45 years old as of December 31, 2025. Holds a Master's degree in Development Economics from Universitas Udayana. Appointed as Regional CEO of Regional Office 10 based on Board of Directors' Decree No. KP/312/DIR/R dated July 17, 2024.



Didi Suprijanto
Regional CEO pada Regional Office 11

55 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Semarang. Appointed as Regional CEO of Regional Office 11 based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.



Rudy Sihombing
Regional CEO pada Regional Office 12

53 years old as of December 31, 2025. Holds a Master's degree in Business Administration from the University of Saint Louis. Appointed as Regional CEO of Regional Office 12 based on Board of Directors' Decree No. KP/312/DIR/R dated July 17, 2024.



Faizal Arief Setiawan
Regional CEO of Regional Office 14

55 years old as of December 31, 2025. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Regional CEO of Regional Office 14 based on Board of Directors' Decree No. KP/284.12/DIR/R dated June 15, 2023.



Koko Prawira Butar Butar
Regional CEO of Regional Office 15

45 years old as of December 31, 2025. Holds a Master's degree in Development Economics from Universitas Sumatera Utara. Appointed as Regional CEO of Regional Office 15 based on Board of Directors' Decree No. KP/284.13/DIR/R dated June 15, 2023.



Himawan Susanto Nugraha
Regional CEO of Regional Office 16

47 years old as of December 31, 2025. Holds a Master's degree in Small and Medium Industries from Institut Pertanian Bogor. Appointed as Regional CEO of Regional Office 16 based on Board of Directors' Decree No. KP/618/DIR/R dated October 27, 2025.



Ariyanto Soewondo Geni
Regional CEO of Regional Office 17

55 years old as of December 31, 2025. Holds a Master's degree in Law from Universitas Indonesia. Appointed as Regional CEO of Regional Office 17 based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023.



Soesetyo Priharjanto
Regional CEO of Regional Office 18

52 years old as of December 31, 2025. Holds a Master's degree in Small and Medium Industries from Institut Pertanian Bogor. Appointed as Regional CEO of Regional Office 18 based on Board of Directors' Decree No. KP/382/DIR/R dated August 5, 2025.

Heads of Overseas Branch



Edy Pramono
Seoul Overseas Branch
General Manager

44 years old as of December 31, 2025. Holds a Bachelor's degree in Management from Universitas Indonesia. Appointed as Seoul Overseas Branch General Manager based on Decree No. KP/0097/INT/1/R dated December 14, 2023.



Hariadi Hendrawan
Tokyo Overseas Branch
General Manager

42 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Diponegoro. Appointed as Tokyo Overseas Branch General Manager based on Board of Directors' Decree No. KP/260/DIR/R dated June 10, 2025.



Farid Faraitody
Hong Kong Overseas Branch
General Manager

47 years old as of December 31, 2025. Holds a Bachelor's degree in International Relations from Universitas Jember. Appointed as Hong Kong Overseas Branch General Manager based on Decree No. KP/0087/INT/1/R dated December 14, 2023.



Gandipa Jaya
London Overseas Branch General Manager

46 years old as of December 31, 2025. Holds a Bachelor's degree in Mechanical Engineering from Universitas Sriwijaya. Appointed as London Overseas Branch General Manager based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Erwanza
New York Overseas Branch General Manager

45 years old as of December 31, 2025. Holds a Bachelor's degree in Electrical Engineering from Institut Teknologi Bandung. Appointed as Acting New York Overseas Branch General Manager based on Board of Directors' Decree No. KP/158/DIR/R dated April 11, 2025.



Yuli
Singapore Overseas Branch General Manager

44 years old as of December 31, 2025. Holds a Master's degree in Management from Universitas Sriwijaya. Appointed as Singapore Overseas Branch General Manager based on Board of Directors' Decree No. KP/283/DIR/R dated June 25, 2025.



Dwi Putranto Cahyo Wibowo
Head of Amsterdam Representative Office

40 years old as of December 31, 2025. Holds a Master of Science degree in Finance and Business Economics from Manchester Business School, The University of Manchester. Appointed as Head of Amsterdam Representative Office based on Decree No. KP/108/INT/1/R dated December 14, 2023.



Rendy Tjahjana
Head of Sydney Representative Office

44 years old as of December 31, 2025. Holds a Master of Science degree in Analytics from Columbia University and a Master's degree in Business Administration from Melbourne Business School, The University of Melbourne. Appointed as Head of Sydney Representative Office based on Decree No. INT/1/251/R dated August 12, 2024.

Employee Demographics

In 2025, BNI had a total headcount of 27,201 employee. In detail, information on the demographics of BNI employees based on gender, position level, age, education level, and employment status (permanent/ contract) for the 2025 financial year and its comparison with the 2024 financial year is as follows:

Total Employees based on Gender

(people)

Gender	2025	2024
Male	13,011	13,054
Female	14,190	14,149
Total	**27,201**	**27,203**

Total Employees based on Position Level

(people)

Position Level	2025				2024			
	Male		Female		Male		Female	
	Total Employee	Employee Percentage (%)	Total Employee	Employee Percentage (%)	Total Employee	Employee Percentage (%)	Total Employee	Employee Percentage (%)
Entry-level	9,545	35.1	11,890	43.7	9,612	35.3	11,965	44
Mid-level	3,156	11.6	2,190	8.1	3,146	11.6	2,081	7.6
Senior-level	299	1.1	101	0.4	286	1.1	98	0.4
Executive-level	11	0.0	9	0.0	10	0,.0	5	0.0
Total Employee	**13,011**	**47.8**	**14,190**	**52.2**	**13,054**	**48.0**	**14,149**	**52.0**

Total Employees based on Age Group

(people)

Age Group (Years)	2025								Total Employee
	Position Level								
	Entry-level		Mid-level		Senior-level		Executive-level		
	Male	Female	Male	Female	Male	Female	Male	Female	
18-25	852	1,194	1	0	0	0	0	0	**2,047**
>25-35	4,480	5,765	590	395	1	2	0	0	**11,233**
>35-45	2,748	3,396	1,013	760	68	35	1	1	**8,022**
>45-55	1,465	1,535	1,543	1,026	209	60	9	7	**5,854**
>55	0	0	9	9	21	4	1	1	**45**

Age Group (Years)	2024								Total Employee
	Position Level								
	Entry-level		Mid-level		Senior-level		Executive-level		
	Male	Female	Male	Female	Male	Female	Male	Female	
18-25	710	975	2	1	0	0	0	0	**1,688**
>25-35	4,767	6,298	570	383	4	3	0	0	**12,025**
>35-45	2,686	3,258	961	718	68	30	1	0	**7,722**
>45-55	1,449	1,434	1,611	979	207	61	9	4	**5,754**
>55	0	0	2	0	7	4	0	1	**14**

Total Employees based on Education Level

(people)

Education Level	2025			2024		
	Male	Female	Total	Male	Female	Total
Doctorate Degree	14	5	19	13	3	16
Master's Degree	1,594	1,305	2,899	1,634	1,274	2,908
Bachelor's Degree	10,649	11,812	22,461	10,531	11,620	22,151
Academic	497	1,066	1,563	593	1,249	1,842
Primary-Senior High School	257	2	259	283	3	286
Total	**13,011**	**14,190**	**27,201**	**13,054**	**14,149**	**27,203**

Total Employees based on Employment Status

(people)

Employment Status	2025			2024		
	Male	Female	Total	Male	Female	Total
Permanent	12,109	13,157	25,266	12,200	13,178	25,378
Contract	540	728	1,268	521	697	1,218
Trainee	362	305	667	333	274	607
Total	**13,011**	**14,190**	**27,201**	**13,054**	**14,149**	**27,203**

Employee Turnover

(people)

Total Employee Turnover	2025		2024	
	Total Employee	Employee Percentage (%)	Total Employee	Employee Percentage (%)
Number of Employees resign	515	1.9	451	1.7
Number of new employees/replacements	1,596	5.8	976	3.6

Total Employees based on Generation

(people)

Generation	2025			2024		
	Male	Female	Total	Male	Female	Total
Baby Boomer (59-77 years old)	3	1	4	2	2	4
Gen X (47-58 years old)	2,861	2,198	5,059	2,696	2,035	4,731
Gen Y (29-46 years old)	8,007	9,221	17,228	8,233	9,402	17,635
Gen Z (13-28 years old)	2,140	2,770	4,910	2,123	2,710	4,833
Total	**13,011**	**14,190**	**27,201**	**13,054**	**14,149**	**27,203**

Other Employees Not BNI Employees

In addition to full-time employees, BNI also engages other personnel through outsourcing arrangements with service provider companies (vendors) to support the Bank's operational activities. In 2025, there were 16,636 outsourced employees. BNI ensures that all employees, including outsourced personnel, work in an environment that upholds mutual respect and human rights. In collaborating with third parties, BNI consistently strives to comply with all applicable laws and regulations.

Number of Work Accidents

Year	Frequency of Work Accidents	Percentage of Serious and Fatal Work Accidents of Total Employees (%)
2025	-	-

COMPETENCY DEVELOPMENT [ACGS B.6.2]

To support BNI's Vision of becoming a trusted global financial institution that leads in innovation and sustainable performance, BNI consistently implements various employee training and competency development programs.These initiatives aim to develop BNI employee proven to be productive and adaptive to future dynamics, while also fostering inspirational leaders who deliver strategic impact on the Company's sustainable performance.

The competency development programs are designed and implemented based on employee competency need mapping, both in relation to the requirements of their current positions and the roles they are expected to assume in the future. BNI ensures that every employee is given equal opportunities for self-development through Strengthening Technical Competency and Behavioral Competency (including Leadership Competency).

Competency Development based on Program

Development Program	Number of Participants *
Leadership Program	3,724
Finance & Human Capital Program	23,741
IT, Digital & Operations Program	10.,971
Legal, Governance, Audit & Compliance Program	17,261
Network & Services Program	11,573
Retail Banking Program	20,604
Risk and Anti Fraud Program	29,419
Wholesale, Treasury & International Banking Program	22,963
Master Program (Global Campus & National)	68

* The number of participants is the cumulative total of training participation; one employee may be recorded more than once, either in the same or different types of programs.

Competency Development based on Position Level (Including the Board of Commissioners and the Board of Directors)

Training Participant Level	Number of Employees Trained by 2025*
Commissioner	6
Director	13
SEVP - SVP	124
VP - AVP	1,582
MGR - AMGR	15,164
Assistant (Assistant & Entry-level employees)	10,067

* A total of 26,956 employees were trained, consisting of 26,937 employees (excluding employees under the MPP scheme, unpaid leave, sick leave, and inactive status as of December 31, 2025) and 19 members of the Board of Commissioners and the Board of Directors.

Number of Training Days and Hours (Man Hours) in 2025

Gender	Number of Employees Trained*	Sum of Training Duration (Hours)	Average Training Hours per Employee (Hours)
Female	14,050	1,996,027	142,1
Male	12,887	1,954,812	151,7
Grand Total	**26,937**	**3,950,839**	**146,67**

* Excludes MPP employees, unpaid leave, sick leave, and inactive employees as of December 31, 2025

Employee Level	Number of Emplyees Trained*	Sum of Training Duration Average Training Hours (Hours	Average Training Hours (Hours) per Employee (Hours)
≥ SVP	124	9,218	74,34
VP - AVP	1,582	222,155	140,4
MGR - AMGR	15,164	2,664,589	174,4
Assistant (Assistant & Pegawai Dasar)	10,067	1,074.,876	106,7
Grand Total	**26,937**	**3,950,839**	**146,67**

* Excludes MPP employees, unpaid leave, sick leave, and inactive employees as of December 31, 2025.

BNI is committed to providing equal opportunities for all employees to participate in training and competency development programs. Throughout 2025, BNI organized various education and training programs attended by 26,937 employees, representing 99.96% of BNI's total workforce.

Average training hours per employee in the Reporting year	Number of employees participating in training programs	Percentage of employees participating in training (%)
146,67 hours/employee	26,937	99.96%*

* Out of a total of 26,947 employees (excludes employees with non-active status such as those on medical leave, MPP, and others), 10 employees became newly active at the end of December 2025 and will participate in the onboarding program in early 2026.

COMPETENCY DEVELOPMENT COSTS

During 2025, the realization of education and training costs for BNI reached IDR192.9 billion, representing a decrease of 4.08% compared to 2024. This decline was attributed to the more effective method in learning delivery, including the internalization of Self-Directed Learning utilizing various digital learning platforms.

2025 (Billion IDR)	2024 (Billion IDR)	2023 (Billion IDR)
192.8	201.0	346.2

Senior Executive Vice President (SEVP) Competency Development

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
Ita Tetralastwati– SEVP Treasury					
1.	Business Meeting BNI 2025	January 19-21, 2025	Bogor	Forum	PT Bank Negara Indonesia (Persero) Tbk
2.	CEO Gathering of the Indonesian Coal Mining Association	February 6, 2025	Jakarta	Forum	Bank Indonesia
3.	Business Meeting Tresuri Tahun 2025	February 9, 2025	Yogyakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
4.	Core Credit Skill Reinforcement LEarnings for Executive Leaders	February 12, 14, 16, 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
5.	BNI Investor Daily Routine	February 27, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
6.	Townhall Meeting	May 23, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
7.	Risk Management Certification Training (SMR) JK 7	June 3, 2025	Jakarta	Training	Lembaga Pengembangan Perbankan Indonesia (LPPI)

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
8.	Keynote Speaker LCT Forum Group Discussion with BI and KBRI Seoul	June 11, 2025	Seoul	Forum	Bank Indonesia
9.	Sharing Session between BNI and the Ministry of Cooperatives "Strengthening the People's Economy Based on Mutual Cooperation"	August 4, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
10.	Seminar Economic Outlook 2026	September 2, 2025	Online Meeting	Seminar	Asosiasi Perusahaan Pembiayaan Indonesia (APPI)
11.	Hijrah Finansial - BSI	September 12, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
12.	Compliance Forum Tahun 2025	September 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
13.	CEO Direction	November 1, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
14.	SP National Working Meeting	November 7, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
15.	Risk Management Certification Exam JK 7	November 14, 2025	Jakarta	Certification	Lembaga Certification Profesi Perbankan (LSPP)
16.	BNI Emerald Market Outlook	December 1, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
17.	Corporate Gathering - Human Capital Executive Forum : Tema "The New Growth Engine"	December 9, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
18.	BNI HC Leader Talk	December 9, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
Victor Erico Korompies – SEVP Information Technology					
1.	BNI Investor Daily Round Table and Appreciation Night 2024	January 15, 2025	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
2.	Business Meeting BNI Tahun 2025	January 20–21, 2025	Bogor	Seminar	PT Bank Negara Indonesia (Persero) Tbk
3.	Earnings Call and Press Conference FY - 2024	January 22, 2025	Jakarta	Conference	PT Bank Negara Indonesia (Persero) Tbk
4.	Juri Grand Final Pitching BINNOVA Batch 4	February 20, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
5.	Sharing Session IT BNI NWOW	February 26, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
6.	Sharing Session IT BNI NWOW	March 20, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
7.	Sharing Session ODP IT Batch 332	April 25, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
8.	Earnings Call 1Q-2025	April 28, 2025	Online Meeting	Conference	PT Bank Negara Indonesia (Persero) Tbk

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
9.	Risk Management Certification Training JK 7	June 3, 2025	Jakarta	Training	Lembaga Pengembangan Perbankan Indonesia (LPPI)
10.	Risk Management Certification Exam JK 7	June 11, 2025	Jakarta	Certification	Lembaga Certification Profesi Perbankan (LSPP)
11.	Earnings Call 2025	July 25, 2025	Jakarta	Conference	PT Bank Negara Indonesia (Persero) Tbk
12.	Alibaba Cloud - Building Trust in AI - Powered Finance	August 13, 2025	Jakarta	Panel Discussion	Alibaba
13.	IBM AI Leadership Exchange Indonesia	August 14, 2025	Jakarta	Panel Discussion	IBM Indonesia
14.	Correspondent Banking Forum	August 17, 2025	London	Conference	JP Morgan
15.	Singapore Fintech 2025	November 11, 2025	Singapore	Conference	Singapore Fintech
16.	Nusantara AI Intelligence	December 3, 2025	Jakarta	Appreciation Night	Alibaba
17.	BNI HC Leaders Talk	December 9, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
Na Steven Suryana – SEVP Wealth Management					
1.	Business Meeting Wilayah 06	January 9, 2025	Surabaya	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
2.	Workshop Sektor REB Tahun 2025	January 14–15, 2025	Bogor	Workshop	PT Bank Negara Indonesia (Persero) Tbk
3.	BNI Investor Daily Round Table	January 15, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
4.	Business Meeting BNI 2025	January 20–21, 2025	Bogor	Workshop	PT Bank Negara Indonesia (Persero) Tbk
5.	Earnings Call and Press Conference FY - 2024	January 22, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
6.	Reinforcement Core Learning Credit Skills for Executive Leaders	February 12, 14, 16 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
7.	Okezone Forum Talkshow Speaker: Smart Managing Finances for Gen Z	February 25, 2025	Jakarta	Sharing Session	Okezone Forum
8.	BNI Investor Daily Round Table	February 27, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
9.	Earnings Call and Press Conference 1Q-2025	April 28, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
10.	Townhall Meeting BNI 2025	May 23, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
11.	Risk Management Certification Training JK 7	June 3, 2025	Jakarta	Training	Lembaga Pengembangan Perbankan Indonesia (LPPI)

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
12.	Risk Management Certification Exam JK 7	June 11, 2025	Jakarta	Certification	Lembaga Certification Profesi Perbankan (LSPP)
13.	Earnings Call 1H-2025	July 25, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
14.	Sharing Session between BNI & the Ministry of Cooperatives: "Strengthening the People's Economy Based on Mutual Cooperation"	August 4, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
15.	Compliance Forum Tahun 2025	September 16, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
16	BNI & Ministry of Cooperatives: "Strengthening the People's Economy Based on Mutual Cooperation"	October 1, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
17.	Earnings Call 3Q-2025	October 24, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
18	Event Customer Gathering Sinarmas Land	November 15, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk & Sinarmas Land
19.	Leaders Gathering and Receotion: Building Financial Resilience in a Digital Economy	November 26, 2025	Jakarta	Sharing Session	Mastercard
20.	Event BNI Emerald Market Outlook 2025	December 1, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
21.	Konsinyering Komisi XI DPR RI bersama Himbara dan BSI	December 8, 2025	Jakarta	Sharing Session	PT Bank Mandiri (Persero) Tbk
Bun Hendra – SEVP Credit Risk					
1.	Business Meeting BNI 2025	January, 19 - 21 2025	Bogor	Workshop	PT Bank Negara Indonesia (Persero) Tbk
2.	Pembelajaran Reinforcement Core Credit Skill for Executive Leaders	February 12, 14, and 16, 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
3.	Sharing session : Mindset of a Distressed Banker, Considerations for managing loans at risk - Kerjasama dengan MUFG Facilitator : Angelina Bopp - Head of Credit Managerd Assets (APAC MUFG Bank) & Lauren Anderson (Credit Managed Assets Global Corporate & Investment Banking)	April 24, 2025	Jakarta	Workshop	MUFG & PT Bank Negara Indonesia (Persero) Tbk
4.	Risk Management Certification Training JK 7	June 3, 2025	Jakarta	Training	Lembaga Pengembangan Perbankan Indonesia (LPPI)
5.	Risk Management Certification Exam JK 7	June 11, 2025	Jakarta	Certification	Lembaga Certification Profesi Perbankan (LSPP)

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
6.	Speaker at the 104th LPPI Virtual Seminar Topic: LPPI Virtual Seminar 104 "Implementation of ICoFR to Improve the Integrity of Financial Reports and Public Trust"	June 13, 2025	Online Meeting	Workshop	Lembaga Pengembangan Perbankan Indonesia (LPPI)
7.	Sharing Season Event by the Director General of Plantations to socialize the Industrial Plasma Policy for Palm Oil	August 5, 2025	Online Meeting	Workshop	PT Bank Negara Indonesia (Persero) Tbk
8.	Onboarding Retail Productive Credit Risk (RPR), as well as Training for Head of Retail Productive Credit Risk (HRP) and Head of Commercial Credit Risk (HOR)	August 14, 2025	Online Meeting	Training	PT Bank Negara Indonesia (Persero) Tbk
9.	Compliance Forum Tahun 2025	September 16, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
10.	Closing Ceremony for the National Awareness Training	October 17, 2025	Magelang	Training	PT Bank Negara Indonesia (Persero) Tbk
11.	BEST (BNI ESG & Sustainability Transition)	November 19, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
12.	Knowledge Sharing related to Corporate Credit Analysis in Banking (Facilitator)	December 11, 2025	Jakarta	Workshop	Otoritas Jasa Keuangan (OJK)
Pancaran Affendi – SEVP Wholesale Solutions & Value Chain					
1.	BNI Investor Daily Round Table (BNI IDRT) dan Apperciation Night 2024	January 15, 2025	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
2.	Business Meeting BNI 2025	January 19–21, 2025	Bogor	Workshop	PT Bank Negara Indonesia (Persero) Tbk
3.	Earnings Call dan Press Conference FY-2024	January 22, 2025	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
4.	Core Strengthening Learning Credit Skills for Executive Leaders	February 12, 14, 16, 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
5.	Thought Leadership Forum Event - Pertamina Forum: Indonesia's Oil & Gas Future: Economic Trends & Commodity Market Insight	February 18, 2025	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
7.	Opening Speech BNIdirect Capabilities & Supply Chain Event Vol.1 "Redefining Transaction Banking Experience"	April 22, 2025	Surabaya	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
8.	Sharing Session "Mindset of a Distressed Banker"	April 22, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
9.	Earnings Call 1Q2025	April 28, 2025	Online Meeting	Seminar	PT Bank Negara Indonesia (Persero) Tbk
10.	SMR JK 07 Maintenance Program from BSMR	May, 7 2025	Online Meeting	Training	Badan Certification Manajemen Risiko (BSMR)

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
11.	Townhall Meeting BNI 2025	May 23, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
12.	Workshop BNI - BCG Priority Alignment on Avatar	June 3, 2025	Jakarta	Workshop	BCG - PT Bank Negara Indonesia
13.	Opening Speech BNIdirect Capabilities & Supply Chain Event Vol.2 "Redefining Transaction Banking Experience"	June 24, 2025	Makassar	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
14.	Konsinyering Komisi XI DPR RI bersama HImbara dan BSI	July 22, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
15.	Earnings Call 1H-2025	July 25, 2025	Online Meeting	Seminar	PT Bank Negara Indonesia (Persero) Tbk
16.	BNIdirect Capabilities Event Vol.3 "Redefining Transaction Banking Experience"	July 25, 2025	Medan	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
17.	Sharing Session BNI & KEMENKOP “Strengthening People’s Economy Based on Mutual Cooperation”	August 4, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
18.	Sharing Session “Enhance Policies related to the Palm Oil Industry in Indonesia 2025”	August 5, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
19.	BNI - Sinar Mas Agri Workshop Economics Update 2025: Investment Strategies Amid Economic Challenges Global	August 21, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
20.	Workshop Debt Pushdown in cross-Border Financing: An Indonesia Lawa Perspective	September 10, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
21.	Compliance Forum “Decision Making Based on the Principles of the Business Judgement Rule in the Context of Good Corporate Governance	September 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
22.	CEO Direction - Implementasi New Region, Area, dan Branch Model	October 1, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
23.	Earnings Call 3Q-2025	October 24, 2025	Online Meeting	Seminar	PT Bank Negara Indonesia (Persero) Tbk
24.	Macroprudential Discussion Forum Limited to the topic of “Strengthening Macroprudential Policy in Promoting Accelerated	November 14, 2025	Jakarta	Forum	Bank Indonesia
25.	ESG Sustainability & Transition "BEST" Event Peluncuran Advisory Playbook Perkebunan Kelapa Sawit	November 19, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
26.	Event BNI Emerald Market Outlook 2025	December 1, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
27.	Capabilities Event Vol.4 "Building a Resilient FMCG Ecosystem through Digital Finance & Supply Chain Transparency"	December 2, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
28.	Mini Workshop on Digital Economy and Closing of 2025	December 31, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
Andy Yusdiman – SEVP Commercial & SME					
1.	Sharing Session BNI & KEMENKOP : "Strengthening the People's Economy Based on Mutual Cooperation	August 4, 2025	Jakarta	Forum	Kementerian Koperasi dan Usaha Kecil dan Menengah (KemenKopUKM)
2.	Keynote Speaker at PwC Indonesia and PwC Singapore Talkshow "Deb Financing Strategies Amid Economic Uncertainty	August 5, 2025	Jakarta	Forum	PWC
3.	Progress Update - Koperasi Desa/ KDMP	August 7, 2025	Jakarta	Forum	Danantara Indonesia
4.	Pre Class Program Top Gun Program 2025	August 8, 2025	Jakarta	Training	Danantara Indonesia
5.	Kunker Komisi XI DPR RI	August 12 - 13, 2025	Balikpapan	Forum	Dewan Perwakilan Rakyat Republik Indonesia (DPR RI)
6.	Launching Program Cross Referal Commercial	August 13, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
7.	Pre Class Chief Business Director	August 13, 2025	Jakarta	Forum	Danantara Indonesia
8.	Assesmen Profesional Qualification (PQ)	September 3, 2025	Jakarta	Forum	PT Daya Dimensi Indonesia
9.	Compliance Forum Tahun 2025	September 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
10.	Juri Grand Final Pitching Binnova Batch 5	September 18, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
11.	Operationalization & Development of KDKMP	September 26, 2025	Jakarta	Forum	Koperasi Desa/ Kelurahan Merah Putih (KDMP)
12.	Risk Management Certification Training JK 7	November 11, 2025	Jakarta	Training	Indonesian Risk Professional Association (IRPA)
13.	Risk Management Certification Exam JK 7	November 14, 2025	Jakarta	Certification	Badan Certification Manajemen Risiko (BSMR)
14.	BNI HC Leaders Talk	December 9, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
Efrizal – SEVP Government & Solution					
1.	Compliance Forum 2025	September 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
2.	Reinforcement Core Credit Skill Training - Training Consultant	September 17, 2025 October 8 & 10, 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
3.	CEO Direction Implementation - Implementation of New Region, Area, and Branch Model	October 1, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
4.	Earnings Call 3Q-2025 via Zoom	October 24, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
5.	BNI SP National Working Meeting	November 7, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
6.	JK 7 Risk Management Certification Briefing	November 11, 2025	Jakarta	Training	Indonesian Risk Professional Association (IRPA)
7.	JK 7 Risk Management Certification Exam	November 14, 2025	Jakarta	Certification	Badan Certification Manajemen Risiko (BSMR)
8.	BNI HC Leaders Talk	December 9, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
Saridatun – SEVP Remedial & Recovery					
1.	Compliance Forum 2025	Septmeber 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
2.	Earnings Call 3Q-2025 via Zoom	October 24, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
3.	SP BNI National Working Meeting	November 7, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
4.	JK 7 Risk Management Certification Briefing	November 11, 2025	Jakarta	Training	Indonesian Risk Professional Association (IRPA)
5.	JK 7 Risk Management Certification Exam	November 14, 2025	Jakarta	Certification	Badan Certification Manajemen Risiko (BSMR)
6.	Anugerah Reksa Bandha Tahun 2025	December 18, 2025	Jakarta	Forum	Kementerian Keuangan
Sri Indira – SEVP Network & Sales					
1.	Sharing Session with BNI & Ministry of Cooperatives: "Strengthening the People's Economy Based on Mutual Cooperation"	August 4, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
2.	Press Conference wondrX	August 7, 2025	Jakarta	Informant	PT Bank Negara Indonesia (Persero) Tbk
3.	Scale Up 2.0 : Generate Your Exponential Business Growth	August 23 - 24, 2025	Jakarta	Workshop	Aksoro Business School
4.	Onboarding the New Region, Area, and Branch Model Project Team	August 25, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
5.	CRM Blueprint Batch 5: Optimizing CRM Strategy	September 6 - 7, 2025	Online Meeting	Workshop	Aksoro Business School
6.	Compliance Forum 2025	September 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
7.	Training for the Implementation of the New Region, Area, and Branch Model in 2025 for W08 and W15	October 24, 2025	Online Meeting	Informant	PT Bank Negara Indonesia (Persero) Tbk

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
8.	Reinforcement Training on Core Credit Skills for Excecutive Leaders	September 17, 2025 October 8 & 10, 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
9.	Implementation of CEO Direction - Implementation of New Region, Area and Branch Model	October 1, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
10.	Socialization of T-2 Capability Implementation	October 3 - 4, 2025	Bali	Informant	PT Bank Negara Indonesia (Persero) Tbk
11.	Retirement Preparation Training - Material on Employee Rights & Obligations related to Retirement Period	October 22, 2025	Online Meeting	Training	PT Bank Negara Indonesia (Persero) Tbk
12.	Earnings Call 3Q-2025	October 24, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
13.	Discussion on Effective Business Models and Digitalization to Win the Market	November 7, 2025	Jakarta	Informant	PT Bank Negara Indonesia (Persero) Tbk
14.	Training on "How To Manage Territory and Manage Portfolio"	November 8, 2025	Jakarta	Informant	PT Bank Negara Indonesia (Persero) Tbk
15.	JK 7 Risk Management Certification Briefing	November 11, 2025	Jakarta	Training	Indonesian Risk Professional Association (IRPA)
16.	Risk Management Certification Exam JK 7	November 14, 2025	Jakarta	Certification	Badan Certification Manajemen Risiko (BSMR)
17.	BNI HC Leaders Talk	December 9, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
Efita Praharani – SEVP Human Capital					
1.	In-class Session Talent Acceleration Program (TACT) - Amidextrous Leadership	July 16, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
2.	Earnings Call 1H-2025	July 25, 2025	Online Meeting	Seminar	PT Bank Negara Indonesia (Persero) Tbk
3.	Compliance Forum 2025	September 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
4.	Reinforcement Core Credit Skill for Excecutive Leaders Training	September 17, 2025 October 8 & 10, 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
5.	CEO Direction - Implementasi New Region, Area, dan Branch Model	October 1, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
6.	T-2 Capability Socialization Implementation of New Region, Area, and Branch Model	October 3, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
7.	Sharing session (Forum Malam Aspirasi/ Formasi)	October 16, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
8.	Earnings Call 3Q-2025	October 24, 2025	Online Meeting	Seminar	PT Bank Negara Indonesia (Persero) Tbk
9.	Implementation of New Region Model W08 with the President Director	October 31 - November 1, 2025	Bali	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
10.	SP BNI National Working Meeting	November 7, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
11.	Resource Person for the Training Program Implementation of the BRAVE W15 Project 2025 Training Program with the Theme: How to Manage Territory and Manage Portfolio	November 8, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
12.	Risk Management Certification Training JK 7	November 11, 2025	Jakarta	Training	Indonesian Risk Professional Association (IRPA)
13.	Risk Management Certification Exam JK 7	November 14, 2025	Jakarta	Certification	Badan Certification Manajemen Risiko (BSMR)
14.	Speaker at the Strengthening RHM Event: Empowering People, Driving Business Through Digital Mindset	November 24, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
15.	Corporate Gathering - Human Capital Executive Forum with the theme "The New Growth Engine"	December 9, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
16.	BNI Human Capital Leaders Talk	December 9, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
17.	Workshop & Enablement Preparation for the Establishment of Branch Banking Officer (BBO) Functions, Area Business Support (ABS), and Rollout Preparation T2-Implementation of New Region, Area	December 12, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
18.	Human Capital Alignment Workshop 2025	December 24, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
Johansyah – SEVP Legal & Compliance					
1.	AKPI Seminar and Annual Member Meeting	August, 26 2025	Jakarta	Forum	Asosiasi Kurator dan Pengurus Indonesia (AKPI)
2.	Compliance Forum 2025	September 16, 2025	Jakarta	Forum	PT Bank Negara Indonesia (Persero) Tbk
3.	CEO Direction Implementation - Implementation of New Region, Area, and Branch Model	October 1, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
4.	Reinforcement Core Credit Skill for Executive Leader Learning	October 8 & 10, 2025	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
5.	FKDKP Seminar Batch 2 - Understanding the importance of integrity in financial institution management	October 16, 2025	Online Meeting	Seminar	Forum Komunikasi Direktur Kepatuhan Perbankan
6.	Indonesian Internal Audit Practitioner Certification (IIAP)	October 24, 2025	Jakarta	Training	The Institute of Internal Auditors

No.	Name of Training/workshop/ Conference/Semnar	Date of Implementation	Place of Implementation	Type of Training	Organizer
7.	Earnings Call 3Q-2025 via Zoom	October 24, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
8.	SP BNI National Working Meeting	November 7, 2025	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
9.	JK 7 Risk Management Certification Briefing	November 11, 2025	Jakarta	Training	Indonesian Risk Professional Association (IRPA)
10.	JK 7 Risk Management Certification Exam	November 14, 2025	Jakarta	Certification	Badan Certification Manajemen Risiko (BSMR)
11.	BNI HC Leaders Talk	December 9, 2025	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk

Shareholder Structure and Composition [ACGS C.1.2]

Shareholder Structure as of December 31, 2025



Changes in Shareholder Structure after the Financial Statement Date

In relation to the implementation of Law Number 16 of 2025, which regulates State share ownership in State-Owned Enterprises (SOEs), as of January 5, 2026, there has been a change in the shareholding structure of PT Bank Negara Indonesia (Persero) Tbk (BBNI).

Such change was effected through the transfer of a portion of Series B shares owned by PT Danantara Aset Management (Persero) ("PT DAM") to the State-Owned Enterprises Regulatory Agency of the Republic of Indonesia ("BP BUMN"), as stipulated in the Agreement on the Transfer of State-Owned Shares of the Republic of Indonesia in the Form of Series B Shares in SOEs to the State-Owned Enterprises Regulatory Agency Number PERJ-1/BPU/01/2026 and Number LGL1.001/PERJ/DI-DAM.DO/2026, dated January 5, 2026, executed by and between BP BUMN and PT DAM.

Shareholding Composition Before the Transaction	Shareholding Composition After the Transaction
BP BUMN - 1 (one) Series A Dwiwarna share - Percentage of voting rights: 0.0000%	BP BUMN - 1 (one) Series A Dwiwarna share - 223,783,877 Series B shares - Percentage of voting rights: 0.60%
PT DAM - 434,012,799 Series B shares (1.16%) - 21,944,374,950 Series C shares (58.84%)	PT DAM - 210,228,922 Series B shares (0.56%) - 21,944,374,950 Series C shares (58.84%)

The share transfer transaction was carried out to comply with the provisions of Law Number 16 of 2025, which stipulates that State share ownership in SOEs shall be vested in BP BUMN in the amount of 1% (one percent).

The 1% (one percent) ownership by BP BUMN as regulated under Law Number 16 of 2025 refers to 1% of the State's shareholding in the Company. Considering that the total shareholding of the Republic of Indonesia in the Company, held through BP BUMN and PT DAM, amounts to 60%, the ownership of BP BUMN equivalent to 1% of the State's shareholding corresponds to 0.60% of the total issued and fully paid-up shares of the Company. Accordingly:

- The share ownership of BP BUMN in the Company has fully complied with the provisions of Law Number 16 of 2025;
- The Republic of Indonesia remains the ultimate beneficial owner of the Company;
- State ownership is held:
  - directly through BP BUMN in the form of Series A Dwiwarna shares and Series B shares; and
  - indirectly through PT DAM in the form of Series B and Series C shares, which are consolidated under Badan Pengelola Investasi Daya Anagata Nusantara.

This transaction does not alter the control status of the Republic of Indonesia over the Company and has no impact on the Company's operational activities.

Company Shareholders Composition as of January 1, 2025

No.	Investor	Total Investor	Number of Shares	Ownership
National Investors				
1	Government of Republic Indonesia	1	22,378,387,750	60.00000
2	Indonesian Individuals	180,049	2,307,796,799	6.18757
3	Cooperatives	21	2,924,158	0.00784
4	Foundations	39	47,330,300	0.12690
5	Pension Funds	162	1,597,524,708	4.28322
6	Insurance	187	385,738,578	1.03423
7	Bank	6	6,306,900	0.01691
8	Limited Liability Companies	376	112,817,487	0.30248
9	Government Intitution	1	132	0.00000
10	Other Business Entities	5	10,596	0.00003
11	Mutual Funds	282	740,691,958	1.98591
Sub Total		**181,129**	**27,579,529,366**	**73.94509**
Foreign Investors				
1	Foreign Individuals	339	3,189,860	0.00855
2	Foreign Business Enterprise	1,401	9,714,593,690	26.04636
Sub Total		**1,740**	**9,717,783,550**	**26.05491**
Total		**182,869**	**37,297,312,916**	**100.0000**

Company Shareholders Composition as of December 31, 2025

No.	Investor	Total Investor	Number of Shares	Ownership
National Investors				
1	Government of Republic Indonesia	1	1	0.00000
2	Indonesian Individuals	172,534	2,459,114,299	6.59327
3	Cooperatives	21	3,012,258	0.00808
4	Foundations	49	54,763,432	0.14683
5	Pension Funds	173	2,059,559,358	5.52200
6	Insurance	212	696,215,571	1.86666
7	Bank	6	6,024,800	0.01615
8	Limited Liability Companies	421	22,511,714,267	60.35747
9	Government Institution	1	66	0.00000
10	Other Business Entities	5	10,596	0.00003
11	Mutual Funds	285	811,287,115	2.17519
Sub Total		**173,708**	**28,601,701,763**	**76.68568**
Foreign Investors				
1	Foreign Individuals	351	2,959,060	0.00793
2	Foreign Business Enterprises	1,270	8,692,652,093	23.30638
Sub Total		**1,621**	**8,695,611,153**	**23.31431**
Total		**175,329**	**37,297,312,916**	**100.00000**

20 Largest BNI Shareholders Composition as of January 1, 2025

No	Investor	Number of Shares	%	Status	Location
1	Government of Republic of Indonesia	22,378,387,750	60.0000000	Republic of Indonesia	Indonesia
2	DJS Ketenagakerjaan Program JHT	1,173,238,336	3.1456377	Pension Fund	Indonesia
3	Retail Individual	746,000,000	2.0001441	Indonesian individual	Indonesia
4	BNYM RE BNYMLB RE Employees Providentfd Board-2039927326	387,462,306	1.0388478	Foreign Business Enterprise	Malaysia
5	SSB 52B0 MFS Emerging Markets Equity Fund -2183964118	269,910,400	0.7236725	Foreign Business Enterprise	United States of America
6	JPMSE AMS RE AIF CLT RE-Stichting Depositary APG Emerging Markets Equity Pool	252,313,764	0.6764931	Foreign Business Enterprise	Netherlands
7	JPMCB NA RE-Vanguard Total International Stock Index Fund	208,876,012	0.5600297	Foreign Business Enterprise	United States of America
8	Morgan Stanley and Co INTL PLC - FIRM AC	207,861,721	0.5573102	Foreign Business Enterprise	England, UK
9	JPMCB NA RE - Vanguard Emerging Markets Stock Index Fund	189,362,952	0.5077121	Foreign Business Enterprise	United States of America
10	DJS Ketenagakerjaan Program JP	177,374,300	0.4755686	Pension Fund	Indonesia
11	BNYMSANV RE Sanvlux RE Invesco Funds	167,495,100	0.4490809	Foreign Business Enterprise	Luxembourg
12	HSBC Bank PLC S/A Saudi Central Bank-No. 2-FE-Invesco HBEU as Agent	155,843,376	0.4178408	Foreign Business Enterprise	Saudi Arabia
13	Citibank New York S/A Government of Norway - 16	143,304,200	0.3842212	Foreign Business Enterprise	Norway
14	SSB AAHA Principal GLB Investors Collctve INVTTST-2183966095	135,678,700	0.3637761	Foreign Business Enterprise	United States of America
15	SSB 2Q27 Ishares Core MSCI Emerging Markets ETF -2183966403	131,307,700	0.3520567	Foreign Business Enterprise	United States of America
16	BNYMSANV RE BNYM RE People's Bank of China	131,033,300	0.3513210	Foreign Business Enterprise	China
17	BBH Luxembourg S/A Fidelity Funds-Asian Smaller Companies Pool	125,753,600	0.3371653	Foreign Business Enterprise	Luxembourg
18	Citibank New York S/A Government of Norway - 15	125,152,500	0.3355537	Foreign Business Enterprise	Norway
19	NTC-CAPE ANN Global Developing Markets Fund	114,426,800	0.3067964	Foreign Business Enterprise	United States of America
20	HSBC-Fund Services A/C 086 HBAP - Invesco Ltd A/C Best Investment Corporation	112,010,700	0.3003184	Foreign Business Enterprise	China

20 Largest BNI Shareholders Composition as of December 31, 2025

No	Investor	R epublic	%	Status	Location
1	PT DANANTARA ASSET MANAGEMENT (PERSERO)	22,378,387,749	60.0000000	Limited Liability Company	Indonesia
2	DJS Ketenagakerjaan Program JHT	1,308,007,936	3.5069763	Pension Fund	Indonesia
3	Retail Individual	750,000,000	2.0108687	Indonesian individual	Indonesia
4	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	419,855,506	1.1256991	Foreign Business Enterprise	Malaysia
5	SSB 52B0 MFS EMERGING MARKETS EQUITY FUND -2183964118	276,311,200	0.7408341	Foreign Business Enterprise	United States of America
6	MORGAN STANLEY AND CO INTL PLC - FIRM AC	253,122,450	0.6786614	Foreign Business Enterprise	London
7	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	230,301,732	0.6174754	Foreign Business Enterprise	Netherlands
8	PT TASPEN (PERSERO) PENSIUN – FVTOCI	207,152,000	0.5554073	Pension Funds	Indonesia
9	SSB HFMQ THE HARTFORD INTERNATIONAL VALUE FUND -2183964280	201,782,844	0.5410117	Foreign Business Enterprise	United States of America

No	Investor	R epublic	%	Status	Location
10	BNYMSANV RE SANVLUX RE INVESCO FUNDS	189,622,000	0.5084066	Foreign Business Enterprise	Luxembourg
11	DJS KETENAGAKERJAAN PROGRAM JP	183,174,300	0.4911193	Pension Funds	Indonesia
12	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	175,411,912	0.4703071	Foreign Business Enterprise	United States of America
13	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	162,433,952	0.4355111	Foreign Business Enterprise	United States of America
14	PT TASPEN (ASURANSI) - FVTOCI	162,110,900	0.4346450	Pension Funds	Indonesia
15	HSBC BANK PLC S/A SAMA NO 2 - ASIA PACIFIC - INVESCO HBEU AS AGENT	159,304,376	0.4271202	Foreign Business Enterprise	Saudi Arabia
16	NTC-CAPE ANN GLOBAL DEVELOPING MARKETS FUND	156,681,327	0.4200874	Foreign Business Enterprise	United States of America
17	CITIBANK NEW YORK S/A ISHARES CORE MSCI EMERGING MARKETS ETF	153,078,700	0.4104282	Foreign Business Enterprise	United States of America
18	BBH LUXEMBOURG S/A FIDELITY FUNDS-ASIAN SMALLER COMPANIES POOL	148,538,300	0.3982547	Foreign Business Enterprise	Luxembourg
19	HSBC BANK PLC AS TRUSTEE FOR PUTM BOTHWE LL EMERGING MARKETS EQUITY FUND	147,510,500	0.3954990	Foreign Business Enterprise	England, UK
20	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY-16	146,304,200	0.3922647	Foreign Business Enterprise	Norway

Shareholders with 5% or Over Ownership

Name of Shareholder	January 1, 2025		December 31, 2025	
	Number of Share (Shares)	Percentage Ownership %	Number of Share (Shares)	Percentage Ownership %
PT Danantara Asset Management (Persero)	-	-	22,378,387,749	60.000

Publics Shareholders with Less Than 5% Ownership

No	Shareholder Group	January 1, 2025			December 31, 2025		
		Number of Shareholders	Number of Share (Shares)	Percentage Ownership %	Number of Shareholders	Number of Share (Shares)	Percentage Ownership %
Domestic Investor							
1	Indonesian Individuals	180,049	2,307,796,799	6.18757	172,534	2,459,114,299	6.59327
2	Cooperatives	21	2,924,158	0.00784	21	3,012,258	0.00808
3	Foundations	39	47,330,300	0.12690	49	54,763,432	0.14683
4	Pension Funds	162	1,597,524,708	4.28322	173	2,059,559,358	5.52200
5	Insurance	187	385,738,578	1.03423	212	696,215,571	1.86666
6	Bank	6	6,306,900	0.01691	6	6,024,800	0.01615
7	Limited Liability Companies	376	112,817,487	0.30248	421	22,511,714,267	60.35747
8	Government Agencies	1	132	0.00000	1	66	0.00000
9	Other Business Enterprise	5	10,596	0.00003	5	10,596	0.00003
10	Mutual Funds	282	740,691,958	1.98591	285	811,287,115	2.17519
Sub Total		**181,129**	**27,579,529,366**	**73.94509**	**173,708**	**28,601,701,763**	**76.68568**
Foreign Investor							
1	Foreign Business Enterprises	339	3,189,860	0.00855	351	2,959,060	0.00793
2	Foreign Individuals	1,401	9,714,593,690	26.04636	1,270	8,692,652,093	23.30638
Sub Total		**1,740**	**9,717,783,550**	**26.05491**	**1,621**	**8,695,611,153**	**23.31431**
Total		**182,869**	**37,297,312,916**	**100.0000**	**175,329**	**37,297,312,916**	**100.00000**

Share Ownership (Direct and Indirect) by the Board of Directors and the Board of Commissioners [ACGS C.1.3]

Name	Position	January 1, 2025				
		Direct Ownership		Indirect Ownership		
		Number of Shares (Shares)	Percentage Ownership (%)	Number of Shares (Shares)/ Company Name	Percentage Ownership (%)	
BOARD OF DIRECTORS						
Royke Tumilaar[1)]	President Director	6,017,941	0.0161351	-	-	
Putrama Wahju Setyawan[2)]	Deputy President Director	Deputy President Director	0.0160800	-	-	
Novita Widya Anggraini[3)]	Finance Director	5,150,584	0.0138095	-	-	
Corina Leyla Karnalies	Retail Banking Director	5,513,174	0.0147817	-	-	
David Pirzada	Risk Management Director	4,866,684	0.0130484	-	-	
Ronny Venir	Network & Services Director	5,546,296	0.0148705	-	-	
Mucharom[5)]	Human Capital & Compliance Director	4,547,848	0.0121935	-	-	
Toto Prasetio	Technology & Operations Director	4,170,396	0.0111815	-	-	
I Made Sukajaya[1)]	Enterprise and Commercial Banking Director	2,465,912	0.0015468	-	-	
Hussein Paolo Kartadjoemena	Digital ad Integrated Transaction Director	2,807,611	0.0075276	-	-	
Agung Prabowo	Wholesale & International Banking Director	1,990,356	0.0053365	-	-	
Munadi Herlambang	Institutional Banking Director	0	0	-	-	
Alexandra Askandar[6)]	Deputy President Director	-	-	-	-	
Muhammad Iqbal[7)]	Commercial Banking Director	-	-	-	-	
Rian Eriana Kaslan[7)]	Network & Retail Funding Director	-	-	-	-	
Abu Santosa Sudradjat[7)]	Treasury & International Banking Director	-	-	-	-	
Eko Setyo Nugroho[7)]	Institutional Director	-	-	-	-	
BOARD OF COMMISIONERS						
Pradjoto[8)]	President Commissioner (Independent Commissioner)	0	0	-	-	
Pahala Nugraha Mansury[8)]	Vice President Commissioner	1,680,091	0.0045046	-	-	
Sigit Widyawan[8)]	Independent Commissioner	0	0	-	-	
Askolani[8)]	Commissioner	2,708,062	0.0072607	-	-	
Asmawi Syam[8)]	Independent Commissioner	0	0	-	-	
Septian Hario Seto[8)]	Independent Commissioner	0	0	-	-	
Iman Sugema[8)]	Independent Commissioner	0	0	-	-	
Erwin Rijanto Slamet[8)]	Independent Commissioner	0	0	-	-	
Fadlansyah Lubis[8)]	Commissioner	1,942,460	0.0052080	-	-	
Robertus Billitea[8)]	Commissioner	1,819,666	0.0048788	-	-	
Mohamad Yusuf Permana[8)]	Commissioner	899,500	0.0024117	-	-	
Omar Sjawaldy Anwar[9)]	President Commisioner (Independent Commisioner)	-	-	-	-	
Tedi Bharata[10)]	Vice President Commisioner	-	-	-	-	
Didik Junaedi Rachbini[11)]	Independent Commisioner	-	-	-	-	
Donny Hutabarat[12)]	Commisioner	-	-	-	-	
Vera Febyanthy[11)]	Independent Commisioner	-	-	-	-	
Febrio Nathan Kacaribu[13)]	Commisioner	-	-	-	-	

1) Resigned from his position as Director on March 26, 2025.
2) Received a transfer from his previous assignment as Deputy President Director to President Director on March 26, 2025, effective upon approval from the Financial Services Authority (OJK) on June 5, 2025.
3) Resigned from his position as Director on March 25, 2025.
5) Resigned from his position as Director on March 24, 2025.
6) Appointed as Director on March 26, 2025, effective upon approval from the Financial Services Authority (OJK) on June 5, 2025.
7) Appointed as Director on March 26, 2025, effective upon approval from the Financial Services Authority (OJK) on August 13, 2025.
8) Resigned from his position as a member of the Board of Commissioners on March 26, 2025.
9) Appointed as a member of the Board of Commissioners on March 26, 2025, effective upon approval from the Financial Services Authority (OJK) on June 30, 2025.
10) Appointed as a member of the Board of Commissioners on March 26, 2025, effective based on OJK approval from June 5, 2025.
11) Appointed as a member of the Board of Commissioners on March 26, 2025, effective based on OJK approval from August 13, 2025.
12) Appointed as a member of the Board of Commissioners on March 26, 2025, effective based on OJK approval from October 16, 2025.
13) Has served as a member of the Board of Commissioners since December 15, 2025, and may carry out his/her duties, tasks, and functions after obtaining approval from the OJK for the Fit and Proper Test.

	December 31, 2025			
	Direct Ownership		Indirect Ownership	
	Number of Shares (Shares)	Percentage Ownership (%)	Number of Shares (Shares)/ Company Name	Percentage Ownership (%)
	-	-	-	-
	5,997,426	0.0160800	-	-
	-	-	-	-
	5,513,174	0.0147817	-	-
	4,866,684	0.0130484	-	-
	5,546,296	0.0148705	-	-
	-	-	-	-
	4,222,896	0.0113223	-	-
	-	-	-	-
	3,075,911	0.0082470	-	-
	1,915,356	0.0051354	-	-
	0	0	-	-
	0	0	-	-
	3,064,085	0.0082153	-	-
	802,397	0.0021514	-	-
	0	0		
	311,797	0.0008360		
	-	-	-	-
	-	-	-	-
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Shareholders and Percentage of Ownership Based on Classification

Shareholder Group		January 1, 2025			December 31, 2025		
		Number of Shareholders	Number of Shares (Shares)	Percentage Ownership (%)	Number of Shareholders	Number of Shares (Shares)	Percentage Ownership (%)
Individual	Local	180,049	2,307,796,799	6.1871870	118,458	1,594,259,654	4.27446
	Foreign	339	3,189,528	0.0085517	296	3,701,924	0.00993
Institution	Local	1,080	25,204,337,521	67.5768194	962	25,579,433,391	68.5825100
	Foreign	1,401	9,714,353,690	26.0457223	1,519	10,119,917,947	27.13310

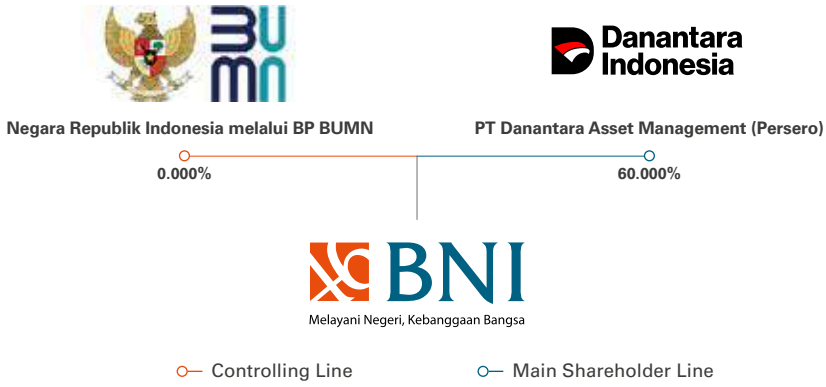
Executive/Senior Management Share Ownership

Executive Officer Share Ownership [ACGS C.1.4]

Share ownership of employees who are Executive Officers/Senior Management is part of the Variable Remuneration for Employees, the disclosure of which is contained in this Annual Report in the discussion on Share Options Held by the Board of Commissioners, the Board of Directors, and Executive Officers in the Corporate Governance chapter.

Information on the Company's Majority and Controlling Shareholder [ACGS C.1.2]

As of December 31, 2025, the Bank's ultimate/controlling shareholder, both directly and indirectly, is the Republic of Indonesia, represented by the Government of the Republic of Indonesia/State-Owned Enterprises Ministry (BP BUMN) of the Republic of Indonesia, with ownership of 0.000% or 1 (one) Series A Dwiwarna share. The Government of the Republic of Indonesia is also the ultimate beneficial owner of the Company.



As of the publication of this annual report, there have been no changes in the Company's Controlling Shareholders.

List of Subsidiaries, Ownership through Subsidiaries, and/or Associated Entities [ACGS C.1.5]

Name	Line of Business	Domicile	Year of Establishment	Year of Commercial Operation
SUBSIDIARIES				
PT BNI Multifinance	Financing	Jakarta	1983	1983
PT BNI Sekuritas	Brokerage; Underwriter; Mutual Fund Selling Agent (APERD); and other related activities	Jakarta	1995	1995
PT BNI Life Insurance	Life Insurance Services	Jakarta	1996	1997
BNI Remittance Ltd.	Remittance Services	Hong Kong	1997	1998
PT Bank Hibank Indonesia	Banking	Jakarta	1993	1993
PT BNI Modal Ventura	Venture Capital	Jakarta	2022	2023
OWNERSHIP THROUGH SUBSIDIARIES				
PT BNI Asset Management*)	Investment Manager	Jakarta	2011	2011
BNI Securities Pte. Ltd.*)	Brokerage Services, Underwriting, and Advisory Activities in the Capital Market	Singapura	2021	2021
ASSOCIATED ENTITIES				
PT Pemeringkat Efek Indonesia	Securities Rating Agency	Jakarta	1994	1994
PT Kustodian Sentral Efek Indonesia	Central Custodian	Jakarta	1998	1998
PT Kliring Penjaminan Efek Indonesia	Clearing and Guarantee	Jakarta	1996	1996
PT Bank Mizuho Indonesia	Banking	Jakarta	2001	2001
PT Bank SMBC Indonesia Tbk	Banking	Jakarta	1958	1960
PT Bank Syariah Indonesia Tbk	Banking	Jakarta	2021	2021

*) Owned by BNI Sekuritas
**) Unaudited
***) November 2025 Data

	Year of Participation Year of Last Capital Participation	BNI Ownership (%)		Operational Status	Total Asset 2025 (Million IDR)
		2024	2023		
	2023	99.998%	99.998%	Operating	5,641,675**
	2019	75.00%	75.00%	Operating	2,848,933**
	2012	60.00%	60.00%	Operating	30.630.862**
	2009	100.00%	100.00%	Operating	10,466**
	2022	63.92%	63.92%	Operating	24,063,616**
	2022	99.98%	99.98%	Operating	541,236**
	2011	99.90%	99.90%	Operating	206,876**
	2024	100.00%	100.00%	Operating	89,534**
	2014	0.14%	0.14%	Operating	445,963**
	2022	2.50%	2.50%	Operating	5,359,057**
	2024	1.11%	1.11%	Operating	6,622,667**
	2020	1.00%	1.00%	Operating	90,356,155**
	2020	0.11%	0.15%	Operating	204,718,643***
	2021	23.24%	23.24%	Operating	456,192,606

BRIEF INFORMATION ON SUBSIDIARIES

PT BNI MULTIFINANCE

Line of Business	Financing
Business Profile	PT BNI Multifinance was established on April 8, 1983 based on Notarial Deed by Kartini Muljadi, S.H., No. 21, under the name of PT BNI-AMEX Leasing, as a cooperation between PT Bank Negara Indonesia (Persero) Tbk (BNI) and American Express Leasing Corporation (AMEX). PT BNI-AMEX Leasing's name has been amended several times with the last one to PT BNI Multifinance, being notarized by deed No. 103 dated June 27, 1994. To strengthen its identity, BNI Multifinance changed its name to BNI Finance in October 2023, which has since come into use. BNI Finance commenced its commercial operations in 1983, engaging in funding Investments, Working Capital, Multipurpose and Operating Leases. Since 2022, BNI Finance has refocused its business on financing in the consumer segment. In an effort to become a Market Leader in Consumer Finance, in 2023 BNI Multifinance increased its outlets to 30 (thirty) branch offices spread across several large cities in Indonesia. And in 2024, BNI Finance made further expansion by opening 22 new outlets that added to a total of 52 BNI Finance branch offices spread throughout Indonesia. BNI Finance has also collaborated with 1,655 partner dealers that serve as its growth engines. In its commitment to safeguarding the security and confidentiality of customer information, BNI Finance has successfully earned ISO 27001:2022 certification for the implementation of the Information Security Management System (ISMS). BNI Finance is supported by competent human resources in the financing sector. As of today, BNI Finance employs a total of 695 employees, with approximately 29% stationed at the Head Office and 79% at branch offices.
Year of Establishment	1983
Total Asset in 2025	Rp5,641,675 million (unaudited)
Share Ownership	99.998%
Operational Status	Operating
Address	Graha Binakarsa 11th floor Lot. E-F dan 12th floor Jl. HR. Rasuna Said Kav. C-18 Kuningan, Jakarta Selatan 12940
Company Management	**Board of Commissioners** • President Commissioner/Independent : Suhartono* • Commissioner : Hari Satriyono • Commissioner : Ita Tetralastwati **Board of Directors** • President Director : Yenanto Siem* • Director : Albertus Henditrianto • Director : Legendariah

* Effective after the reappointment process is complete

PT BNI SEKURITAS

Line of Business	Brokerage; Underwriter; and Mutual Fund Selling Agent (APERD)
Business Profile	PT BNI Sekuritas ("BNI Sekuritas" or the "Company") is a subsidiary of PT Bank Negara Indonesia (Persero) Tbk ("BNI"). The Company has strengthened its position as one of the key players in the Indonesian capital market since its establishment based on Notarial Deed No. 22 dated April 12, 1995 in Jakarta (as amended by Deed of Amendment No. 39 dated May 3, 1995). With official licenses from the relevant authorities, the Company conducts various financial services, including securities brokerage, securities underwriting, mutual fund selling agent, and other related activities, as stipulated in Decrees No. KEP-19/PM/1995, KEP-020/PM/1995 dated August 8, 1995, KEP-07/PM-MI/1995 dated October 23, 1995, and approvals from the Financial Services Authority (Otoritas Jasa Keuangan – "OJK"). In line with regulatory developments and the dynamics of the capital market industry, BNI Sekuritas has continuously adjusted its business structure to remain relevant and competitive. A significant milestone was achieved on December 31, 2009 with the implementation of Bapepam-LK Regulation No. V.D.11, which required the separation of the investment manager function. Accordingly, BNI Sekuritas established PT BNI Asset Management ("BNI-AM") as a separate legal entity, in which the Company holds a 99.99% majority shareholding. This decision was approved at the Extraordinary General Meeting of Shareholders ("EGMS") held on March 1, 2011. Changes in share ownership also formed part of the Company's strengthening strategy. In 2011, SBI Sekuritas Co., Ltd. injected capital into BNI Sekuritas, resulting in a change in the shareholding structure, whereby BNI held 75% of the shares and SBI Sekuritas Co., Ltd. held the remaining 25%. Subsequently, in October 2014, all shares owned by SBI Sekuritas Co., Ltd. were transferred to SBI Financial Services Co., Ltd. As part of its expansion strategy and efforts to enhance service capabilities, BNI Sekuritas has further reinforced its international presence. In 2021, to improve wholesale banking services and provide greater convenience for customers to invest, the Company expanded overseas through the establishment of BNI Securities Pte. Ltd. in Singapore, as a strategic collaboration with the BNI Group. Entering its 30th year of operation in the securities and capital market industry, BNI Sekuritas continues to prioritize innovation in the development of its products and services to meet the evolving needs of customers and clients. These achievements are supported by the consistent and sustainable implementation of Good Corporate Governance ("GCG"), including conducting business ethically and in full compliance with applicable regulations. Furthermore, the Company remains committed to continuously enhancing service quality, strengthening technological capabilities, and maintaining strong relationships with stakeholders. Through its dedication to professionalism and integrity, supported by a solid GCG foundation, BNI Sekuritas is well positioned to face market challenges and to deliver sustainable added value to its shareholders and stakeholders, including customers and the wider community.
Year of Establishment	1995
Total Asset in 2025	Rp2,848,933 million (unaudited)
Share Ownership	75.00%
Operational Status	Operating
Address	Sudirman Plaza Indofood Tower, 16th floor Jl. Jenderal Sudirman Kav. 76-78, Jakarta 12910, Indonesia
Company Management	**Board of Commissioners** • President Commissioner/Independent : Rudy Tandjung • Commissioner : Kenji Nakanishi • Commissioner : Pancaran Affendi* **Board of Directors** • Act. President Director : Vera Ongyono • Director : Yoga Mulya • Director : Teddy Wishadi**

*) Appointed as Commissioner effective June 25, 2024 and currently in the process of obtaining approval from the Financial Services Authority (OJK) on the results of the fit and proper test.

**) Appointed as Director effective June 26, 2023 and has obtained approval from the Financial Services Authority (OJK) on the results of the fit and proper test on February 4, 2025.

PT BNI LIFE INSURANCE

Line of Business	Life Insurance Services
Business Profile	T BNI Life Insurance ("BNI Life") is a subsidiary of BNI, engaged in in the life insurance sector, including life insurance business using Sharia principles. BNI Life offers a wide range of insurance products such as life, health, education, investment, pension and sharia insurance. BNI Life was originally established under the name of "PT Asuransi Jiwa BNI Jiwasraya" based on Deed No. 24 dated November 28, 1996 in Jakarta. On November 26, 2004, the Company changed its name to PT Asuransi Jiwa BNI Jiwasraya, which was endorsed by the Minister of Justice and Human Rights of the Republic of Indonesia through No. C-31600 HT.01.04.TH.2004 dated December 29, 2004. In accordance with the Articles of Association, the Company's scope of activities is conducting business in life insurance including life insurance business with Islamic principles. The Company obtained a license as a life insurance company based on the Ministry of Finance of the Republic of Indonesia Number 305/KMK.017/1997 dated July 7, 1997. The Company also obtained a license to open a branch office with Islamic principles based on the Ministry of Finance of the Republic of Indonesia No. KEP-186/KM.6/2004 dated May 19, 2004. In early May 2014, Sumitomo Life Insurance Company ("Sumitomo Life"), one of the largest insurance companies in Japan, officially became one of the shareholders of BNI Life through a capital injection of Rp4.2 trillion, acquiring a 40% shareholding in BNI Life. The strategic cooperation with Sumitomo Life has accelerated business growth and created significant opportunities for future expansion. As evidence of Sumitomo Life's strong commitment to the development of BNI Life's business, Sumitomo Life has placed its representatives in BNI Life's management as Commissioners, Directors, as well as professional experts. BNI Life offers a variety of insurance products, including life, health, education, investment, pension, and Sharia-based insurance. BNI Life's business operations are supported by competent human resources in the insurance sector. As of now, BNI Life employs 707 personnel whose competencies are continuously developed to deliver the best services to customers. Currently, BNI Life operates 7 (seven) Service Points as follows: 1. Jakarta: Menara BNI Pejompongan, Jl. Pejompongan Raya No. 5, Jakarta; 2. Bandung: Jl. Burangrang No. 38, Lengkong; 3. Denpasar: Jl. Diponegoro No. 122; 4. Semarang: Jl. Sriwijaya No. 630, Candisari, Semarang 50254 (adjacent to the Gapensi Office & Weis Hotel); 5. Surabaya: Graha Pangeran Building, 11th Floor, Jl. Achmad Yani No. 286; 6. Palembang: Jl. Basuki Rahmat No. 24B, Palembang; and 7. Yogyakarta: Jl. Laksda Adisucipto No. 27, Gondokusuman, Yogyakarta. In addition, in 2024 BNI Life opened an Operational Office located at Jl. KS Tubun No. 67, RT 002, RW 003, Petamburan, Tanah Abang, Central Jakarta. To maintain its commitment to business sustainability, BNI Life continuously improves the quality and refinement of its business processes, including: 1. Drive operational efficiency and scalability by accelerating the digitalization of business processes and customer service, including the development of e-Policy, bPOS, Mobile DigiClaim, and Face Recognition technology. 2. Improve decision-making accuracy and service speed by implementing Robotic Process Automation (RPA) and Artificial Intelligence (AI) technology in the Underwriting and Claims functions. 3. Strengthen risk management and compliance through systematic control testing to ensure the effectiveness of internal controls and regulatory compliance. 4. Maintain organizational relevance and resilience through periodic evaluation and refinement of the organizational structure and business process reviews. 5. Expand the marketing reach of productive credit life insurance products for the MSME segment. 6. Improve the quality of customer service with a data-driven approach and customer satisfaction feedback. 7. Optimize data analytics and data management capabilities to support more targeted business segmentation in developing cross-selling opportunities.
Year of Establishment	1996
Total Asset in 2025	Rp30,630,863 million (unaudited)
Share Ownership	60.00%
Operational Status	Operating
Address	Centennial Tower 11th, Jl. Gatot Subroto Kav. 24-25, Jakarta Selatan

Company Management	**Board of Commissioners** • Commissioner : Beby Lolita Indriani • Commissioner : Takafumi Igarashi • Independent Commissioner : Alwi Abdurrahman Shihab • Independent Commissioner : Eko Yuliantoro **Board of Directors** • Finance Director (concurrently Acting President Director : Agung Turanto Sutarno • Director : Masaaki Fuse • Director : Motoharu Niijima **Sharia Supervisory Board** • Chairman : H. Agus Haryadi • Member : H. Utang Ranuwijaya • Member : Hj. Siti Haniatunnisa

BNI REMITTANCE LTD.

Line of Business	Remittance Services
Business Profile	BNI Remittance Limited was founded by BNI Hong Kong in 1997, originally named "BNI Nakertrans Ltd.". The aim of its establishment was to help facilitate Indonesian Migrant Workers (PMI) who are in Hong Kong to make money transfers. Then, to further optimize its business activities and adapt to local authority regulations, in 2009, BNI Nakertrans Ltd officially joined as one of BNI's subsidiary companies and changed its name to BNI Remittance Ltd. BNI Remittance is currently registered as a Money Service Operator with register number 12-08-00768 and subject to Hong Kong Custom and Excise Department. To conduct its business, BNI Remittance manages outlets spread in 3 (three) areas of Hong Kong, namely the Keswick Main Office on Hong Kong Island, the Tsuen Wan Branch Office, and the Yuen Long Branch Office in the New Territories. In addition to services through these outlets, BNI Remittance collaborates with BNI in its financial inclusion program. This program provides financial access through digital services to make it easier for Indonesian Migrant Workers (PMI) in Hong Kong to carry out money transfer transactions. The existence of 8 (eight) BNI ATM machines in Hong Kong, provides customers more freedom to carry out financial transactions, with the same service features as ATM machines in Indonesia, including cash withdrawals, balance checks, transfers between BNI/other bank accounts, purchasing credit/tickets and bill payments. Since mid-2017, BNI Mobile Banking services can be activated directly from Hong Kong to further strengthen its digital services. In November 2024, BNI Remittance Ltd officially occupied a new office at Shop 3, G/F, Keswick Court, 3 Keswick Street, Causeway Bay, Hong Kong. The operation of this new office should make customers feel more comfortable in making transactions at BNI Remittance Ltd. In addition, in 2025, BNI Remittance Ltd. successfully organized an entrepreneurship class program for Indonesian Migrant Workers to equip them with the necessary skills upon their return to Indonesia after working in Hong Kong.
Year of Establishment	1997
Total Asset in 2025	Rp10,466 million (unaudited)
Share Ownership	100.00%
Operational Status	Operating
Address	Shop 3, on GF, Keswick Court No. 3 Keswick Street, Causeway Bay Hong Kong
Company Management	**Board of Directors** Director : Indra Kusuma

PT BANK HIBANK INDONESIA

Line of Business	Banking
Business Profile	PT Bank Hibank Indonesia (hibank) previously named PT Bank Mayora, is a national private bank that has operated since July 28, 1993 under a Commercial Bank business license in accordance with the Republic of Indonesia Minister of Finance Decree No. 719/KMK.017/1993 dated July 14, 1993, and became a Foreign Exchange Commercial Bank in 2013 based on the Decree of the Governor of Bank Indonesia No. 15/5/KEP.DPG/2013 dated May 7, 2013. Since May 18, 2022, hibank has officially been a subsidiary of the BNI Group through the Minister of Law and Human Rights (Menkumham) Letter No. AHU-AH.01.03-0238599 concerning the receipt of notification of changes to hibank's Articles of Association, as well as Menkumham Letter No. AHU-AH.01.09-0013352 concerning the receipt of notification of changes to hibank's corporate data. The change of name from PT Bank Mayora to PT Bank Hibank Indonesia was in accordance with the resolutions of the Extraordinary General Meetings of Shareholders (EGMS) of PT Bank Mayora held on January 6, 2023 and April 11, 2023. The change also received approval from the Minister of Law and Human Rights of the Republic of Indonesia on April 14, 2023, as well as approval from a Member of the Board of Commissioners of the Financial Services Authority (FSA) on May 17, 2023. The selection of the name hibank reflects an identity that is aligned with hibank's vision and mission and portrays its character as a friendly, simple, and reliable digital bank for Micro, Small, and Medium Enterprises (MSMEs). The change of name and logo also emphasizes hibank's strengthened positioning and experience in the financial services industry, supported by the capabilities, synergies, and reputation of the BNI Group. In line with hibank's vision to become the first digital-based MSME bank in Indonesia, hibank continues to strengthen its role as an ecosystem orchestrator for MSMEs by providing a wide range of integrated digital solutions to support MSMEs in growing more optimally, inclusively, and sustainably. In 2025, hibank officially launched its mobile banking application, hi by hibank, as an integrated digital solution specifically designed to support the digitalization and development of MSMEs in Indonesia. The application provides comprehensive financial services on a single platform, covering planning, management, transaction recording, financing, and business development, enabling MSME players to manage their businesses more efficiently while being fully connected to the digital ecosystem.
Year of Establishment	1993
Total Asset in 2025	Rp24,063,616 million (unaudited)
Share Ownership	63.92%
Operational Status	Operating
Address	Rajawali Place 22nd-23rd Floor Jl. H.R. Rasuna Said Kav. B4, Setia Budi, Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12910
Company Management	**Board of Commissioners** • President Commissioner : Rian Eriana Kaslan • Independent Commissioner : Rufina Tinawati Marianto • Independent Commissioner : Joys Djajanto **Board of Director** • President Director : Jenny Wiriyanto • Director : Ricky Budiono • Director : Adi Syaf Putra • Director : Andi M. Andries • Director : Prihadiyanto

PT BNI MODAL VENTURA

Line of Business	Ventura Capital
Business Profile	PT BNI Modal Ventura ("BNI Ventures" or "BNV") is a subsidiary of PT Bank Negara Indonesia (Persero), Tbk ("BNI") which operates in the venture capital industry and was established on April 12, 2022 based on Deed of Establishment No. 17 dated April 12, 2022. BNV received a capital investment of IDR 500.1 billion (five hundred billion one hundred million rupiah) on May 12, 2022. On April 19, 2022, the establishment of BNV received approval from the Minister of Law and Human Rights No. AHU-0027437.AH.01.01. 2022. as well as published in the State Gazette of the Republic of Indonesia No. 032, Supplement to the State Gazette No. 014450 dated April 22, 2022. BNV's Board of Directors and Board of Commissioners passed the Fit & Proper test (F&P) process from the Financial Services Authority (FSA) in December 2022, while the permit to carry out venture capital business activities was approved by the FSA on January 27, 2023 (based on Business License Decision Number KEP2/D.05/2023). BNI Ventures has obtained capital of IDR500.1 billion (five hundred billion Rupiah) on May 12, 2022. The composition of BNI Ventures consist of BNI with total ownership of 99.98% (an equivalent of 500,000 shares) while PT BNI Asset Management (BN-AM) holds the remaining 0.02% (an equivalent of 100 shares). Since obtaining its business license, BNI Ventures has been active in developing the startup industry ecosystem in Indonesia through various investment activities and its role as an ecosystem builder. Until the end of 2024, BNI Ventures has invested in 3 startups that have close synergy with BNI Group. In addition, BNI Ventures together with 4 other state-owned Corporate Ventures Capital (CVC), to form the Merah Putih Fund (MPF) which focuses on creating new Indonesian unicorn startups. In addition to investment activities, BNI Ventures also plays a strategic role in realizing value-creating collaboration through synergy and innovation initiatives. As of the end of 2025, BNI Ventures has realized more than five implemented synergies with BNI Group and operates the BNV Arcade program as an innovation platform for startups and industry players. Furthermore, BNI Ventures actively participates in various industry activities and programs, including seminars and talk shows, and serves as a jury member and assessment team in pitching sessions, speed dating, and business matchmaking.
Year of Establishment	2022
Total Asset in 2025	Rp541,236 million (unaudited)
Share Ownership	99.98% : PT Bank Negara Indonesia (Persero) Tbk 0.02% : PT BNI Asset Management
Operational Status	Operating
Address	Menara BNI 2nd Floor Jl. Pejompongan Raya No. 7, Bendungan Hilir, Tanah Abang, Jakarta Pusat Kode Pos 10210
Company Management	**Board of Commissioners** • President Commissioner : Victor Erico Korompis • Independent Commissioner : Kartika Hendrawan **Board of Directors** • President Director : Mardianto E. Danusaputro* • Director : Lugas Prancafitri

* Effective after the reappointment process is complete

BRIEF INFORMATION ON INDIRECT SUBSIDIARIES

PT BNI ASSET MANAGEMENT

PT BNI Asset Management (BNI-AM) is a Financial Services Business in the Capital Markets industry. As a pioneer in the Investment Manager business in Indonesia, BNI-AM has license as an Investment Manager (IM) from the Capital Market Authority with license No. KEP-05/BL/MI/2011. This investment manager business was started on October 23, 1995 when it joined PT BNI Sekuritas. With the development of IM's business, on July 7, 2011 BNIAM conducted a spin off from BNI Sekuritas as a Limited Liability Company.

BNI-AM provides investment management services for Third Party Funds through investment instruments in the form of complete Mutual Fund products and also Fund Management Contracts. The Mutual Fund products provided are Regular Mutual Fund products, Structured Mutual Funds, Special Mutual Funds and fund management tailored to the customer's Risk Appetite, and the period is adjusted to the customer's needs. BNI-AM also provides Investment Advisory services based on the license issued by OJK No: KEP-50/D.04/2017.

BNI-AM is part of the BNI conglomerate, one of the largest state-owned banks in Indonesia, which is included in the ranks of Indonesian public companies in the global class. When carrying out its business activities, BNI-AM's business grows in synergy with other BNI subsidiary companies, namely BNI Life, BNI Sekuritas, BNI Multifinance, BNI Remittance and Bank Hibank.

Supported by a strong understanding of investment in the Capital Market in Indonesia, and by having a professional Investment Team, BNI-AM is ready to help manage investors' funds through a variety of Mutual Fund investment products ranging from Open-end Mutual Funds, Protected Mutual Funds, and alternative investments such as Limited Participation Mutual Funds (RDPT), Asset Backed Securities Collective Investment Contracts (KIKEBA), etc. BNI Asset Management Head Office is located at Centennial Tower Lt. 19, Jl. Gatot Subroto Kav. 24-25, South Jakarta.

PT BNI Asset Management's Board of Commissioners and Board of Directors composition is as follows:

Board of Commissioners	
President Commissioner/ Independent Commissioner	Eko Priyo Pratomo
Commissioner	Henny Woe

Board of Directors	
President Director	Mungki Ariwibowo Adil
Director	Ade Yusriansyah
Director	Putut Endro Andanawarih

BNI SECURITIES PTE. LTD.

BNI Securities Pte. Ltd. ("BSPL"), a wholly-owned overseas subsidiary of PT BNI Sekuritas, was established in Singapore on March 22, 2021. BSPL was established to act as a liaison for the BNI Group in terms of international capital market activities, including establishing communication with investment-based global institutions.

BSPL has a Capital Markets Services license issued by the Monetary Authority of Singapore ("MAS") to carry out activities regulated by MAS, specifically in the capital market, including securities trading, with an initial focus on Fixed Income and other activities that are in line with the main business in Capital Markets and Sales & Trading. BSPL also obtained an additional license from MAS in Advising on Corporate Finance.

The composition of the BPL Board of Directors is as follows:

Board of Directors	
Executive Director	Chew Wen Yu, Edwin
Non Executive Director	Rudy Sihombing

BRIEF INFORMATION ON ASSOCIATED ENTITIES

PT PEMERINGKAT EFEK INDONESIA

PT Pemeringkat Efek Indonesia (PEFINDO) was established on December 21, 1993 on the initiative of the Capital Market Supervisory Agency/ BAPEPAM (now the Financial Services Authority) and Bank Indonesia. As the first independent credit rating agency in Indonesia whose reliability has been well-tested, PEFINDO plays a role in analyzing the probability of default by a company or debt instrument in Indonesia.

Having actively contributed for more than 25 years in providing rating services in Indonesia, PEFINDO has rated more than 1,100 entities and capital market instruments including Bonds and Subordinated Bonds, Sukuk, Medium Term Securities (MTN), Securities Collective Investment Contracts Asset Backed (KIK-EBA), Mutual Funds, and Real Estate and Commercial Securities Investment Funds. In order to support the plan to issue regional bonds

in Indonesia, since 2011 PEFINDO has also started conducting analysis and ranking of regional governments in Indonesia.

In addition to its rating services, PEFINDO also grows its income by actively conducting research on the Indonesian capital market and publishes its own indices, called PEFINDO25 and PEFINDO i-Grade, as well as its published products, which make up one of the benchmarks for consideration by capital market players in Indonesia, ind include the Indonesia Sectoral Review/ISR and Indonesia Rating Highlights/IRH and other products that provide information about the Indonesian capital market.

The number of shares owned by BNI in PEFINDO currently reaches 143 shares, equivalent to 0.122% ownership. The number of shares owned by BNI Sekuritas in PEFINDO currently reaches 15 shares, equivalent to 0.013% ownership, so the total share ownership of BNI Group in PEFINDO is 0.14%.

PT KUSTODIAN SENTRAL EFEK INDONESIA

PPT Kustodian Sentral Efek Indonesia (KSEI) is a Depository and Settlement Institution (LPP) in the Indonesian Capital Market that provides central Custodian services and settlement of Securities transactions in an orderly, fair and efficient manner, as mandated by Law Number 8 of 1995 concerning Capital Markets. KSEI was established in Jakarta on December 23, 1997 and obtained a business license on November 11, 1998.

KSEI is a Self-Regulatory Organization (SRO), together with the Indonesia Stock Exchange (IDX) and the Indonesian Clearing and Guarantee Corporation (KPEI). KSEI started its operational activities for settlement of securities transactions by script on January 9, 1998, taking over a similar function from PT Kliring Depository Securities Indonesia (KDEI) as the Depository and Settlement Clearing House (LKPP). In 2000, KSEI together with other SROs implemented scripless trading and settlement of Securities transactions in the Indonesian Capital Market. This application is supported by KSEI's main system, namely The Central Depository and Book Entry Settlement System (C-BEST).

Seeing the very fast growth in transactions in the capital market, as well as increasingly advanced systems and technology developments, KSEI took the initiative to carry out continuous development of the C-BEST system through the new generation of C-BEST Next Generation (Next-G) on August 8, 2018. The launch of C-BEST Next-G reflects KSEI's effort to support the development of the Indonesian Capital Market, especially in terms of increasing the number of investors and increasing the number of transaction settlements. Efforts to increase investor confidence in investing were realized by KSEI in 2012 through the obligation to own a Single Investor Identification (SID). SID is a single identity number for investors that provides convenience in the investor identification process as well as forms the basis for other capital market developments, including the AKSes (Securities Ownership Reference) facility.

In 2016, KSEI implemented an integrated investment management system (S-INVEST), so that the Indonesian Capital Market has an integrated platform for the investment management industry. This breakthrough successfully led KSEI to win the award as The Best Central Securities Depository in Southeast Asia in 2016 according to Alpha Southeast Asia Magazine and made Indonesia the first country in the Southeast Asia region to have an integrated investment management system. Optimism and dedication has driven KSEI's enthusiasm to advance the Indonesian Capital Market. Armed with support from shareholders consisting of SROs (BEI and KPEI), Securities Companies, Custodian Banks and Securities Administration Bureaus, KSEI continues to moving forward and achieve the best performance through various initiatives. The initiatives and research applied continue to be developed on an ongoing basis to suit the latest industry trends and market needs.

Regarding its affiliation with BNI, KSEI is a minority subsidiary with direct participation, in which BNI began to own shares since September 24, 1998. At present, the number of shares owned by BNI in KSEI reaches 60 shares, equivalent to 1.00% ownership. While the number of shares owned by BNI Sekuritas in KSEI reaches 90 shares, equivalent to 1.50% ownership, hence BNI Group's share ownership in KSEI is 2.50%.

PT KLIRING PENJAMINAN EFEK INDONESIA

PT Kliring Penjaminan Efek Indonesia (KPEI) was established in 1996 with the function as a Clearing and Guarantee Institution or Central Counterparty (CCP) for the Indonesian capital market. Based on Law Number 8 of 1995 concerning Capital Markets, the Government of the Republic of Indonesia then established KPEI as part of the Self-Regulatory Organization (SRO) of the Indonesian capital market together with PT Bursa Efek Indonesia (BEI) and PT Kustodian Sentral Efek Indonesia (KSEI).

As an entity, KPEI's business field is to organize clearing activities for Exchange transactions and transactions outside the Exchange, and to guarantee the settlement of Exchange transactions. Industrial and economic developments allow KPEI to develop its business activities by organizing other financial service support activities, in accordance with the approval of the Financial Services Authority (OJK) and referring to the prevailing laws and regulations. The year 2020 marks KPEI's footsteps in trying to expand its role as the central counterparty (CCP) of the OTC Derivative market, as well as to support the Government's program towards the development of financial markets with integrity, efficiency and transparency.

KPEI continuously improves the quality of services and products on an ongoing basis, and strives to innovate each type of service and product to meet the expectations of market participants. As an institutional development, KPEI also always strives to make infrastructure improvements, research and development, and implementation of international standard best practices as a Central Counterparty (CCP).

In relation to its affiliation with BNI, KPEI is a minority subsidiary company with direct investment, where BNI has carried out capital participation in KPEI since September 25, 2024. The number of shares owned by BNI in KPEI currently reaches 2,500 shares, which is equivalent to 1.11% ownership.

PT BANK MIZUHO INDONESIA

PT Bank Mizuho Indonesia ("Bank Mizuho") was originally established under the name PT Fuji Bank International Indonesia. Amendments to the Bank's Articles of Association included a change of name from PT Bank Fuji International Indonesia to PT Bank Mizuho Indonesia and changes to the Bank's capital and Board of Commissioners and Board of Directors composition, following the merger of PT Bank Dai-Ichi Kangyo Indonesia (BDKI) and PT Bank IBJ Indonesia (IBJ) with PT Fuji Bank International Indonesia which became effective on October 1, 2001.

Regarding its affiliation with BNI, Bank Mizuho is a minority subsidiary company with direct investment, in which BNI began to own shares since October 13, 2003. The number of shares owned by BNI in Bank Mizuho currently reaches 73,847 shares, or 1.00% ownership.

PT BANK SMBC INDONESIA TBK

Bank BTPN is a foreign exchange bank resulting from a merger between PT Bank Tabungan Pensiunan Nasional Tbk (BTPN) and PT Bank Sumitomo Mitsui Indonesia (Bank Sumitomo Indonesia) which became effective on February 1, 2019.

In the disclosure of information submitted to the Indonesia Stock Exchange (IDX) on February 5, 2019, on February 1, 2019 there has been a change in the composition of the shareholders of PT Bank BTPN Tbk. Currently 91.05% of BTPN's shares are owned by Sumitomo Mitsui Banking Corporation, PT Bank Negara Indonesia Tbk (BBNI) with 0.11%, PT Bank Cental Asia Tbk (BBCA) with 1.03% and the Public with 7.81%.

Bank BTPN before the merger was a bank that focused on lending to the mass market (retail), while Bank Sumitomo Indonesia focused on the corporate business segment. Following the merger between the two banks, Bank BTPN will become a universal bank with a more complete business and serves wider customer segments, from the mass market (retail) to corporate segments.

Regarding its affiliation with BNI, Bank BTPN is a minority subsidiary company with direct investment, in which BNI began to own shares on April 18, 2004. The number of shares owned by BNI in Bank BTPN is currently 12,007,137 shares, or 0.11% ownership.

PT BANK SYARIAH INDONESIA TBK

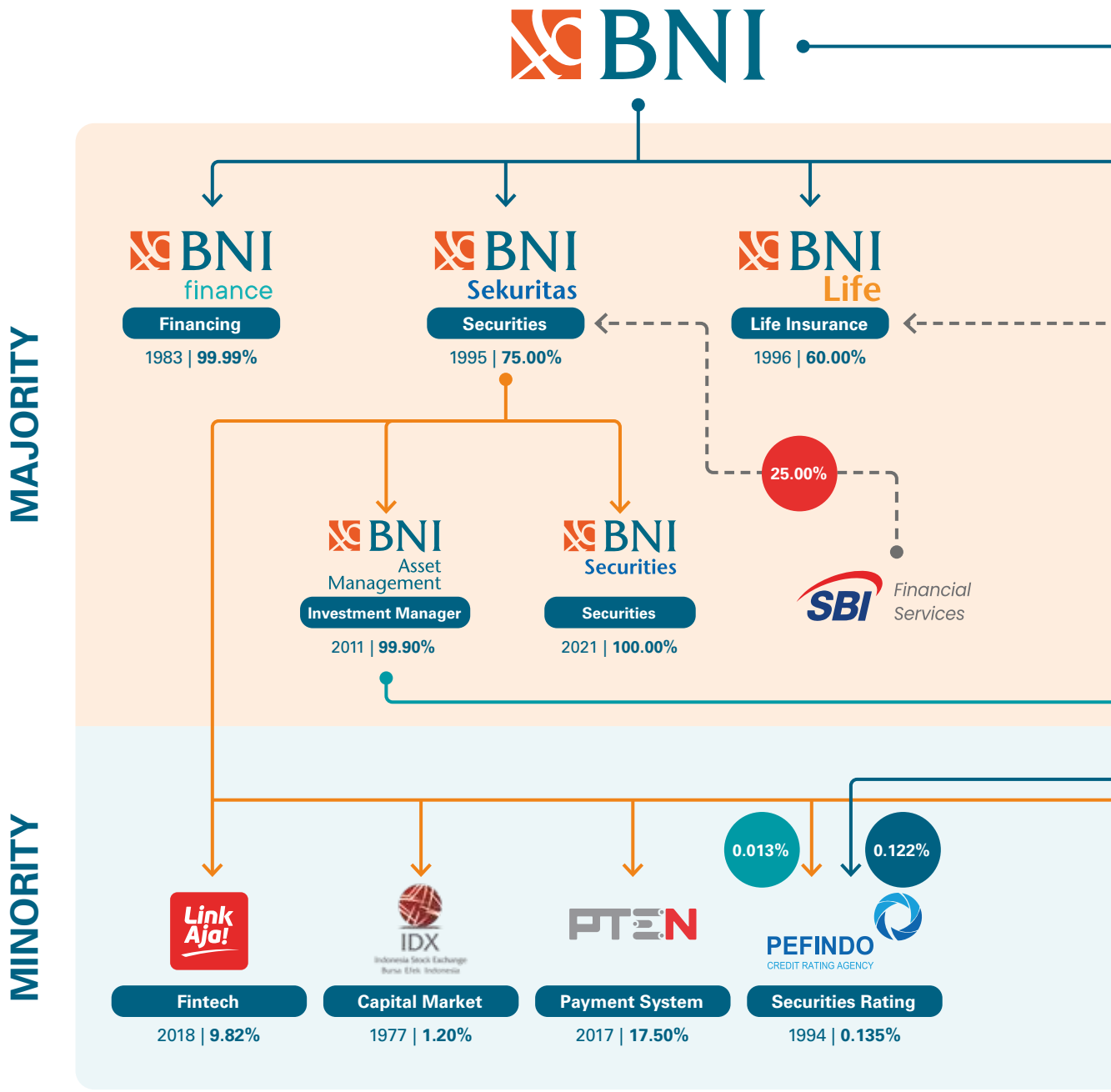
Bank Syariah Indonesia ("BSI") merupakan satu Bank Syariah Indonesia ("BSI") is a new entity born as a result of the merger of three state-owned sharia banks, namely Bank Syariah Mandiri, BNI Syariah, and BRI Syariah on February 1, 2021.

Given the history from the BNI side, Bank BNI Syariah was originally a Sharia Business Unit (UUS) within the BNI organization. Then in October 2009, BNI Management through the Extraordinary General Meeting of Shareholders (EGMS) approved a plan to spin off the Sharia Business Unit (UUS) to become a Sharia Commercial Bank (BUS) taking into account the increasingly advanced development of the Islamic banking business and the increasing demands of consumers who wanted a pure Islamic bank at that time. In June 2010, BNI management formalized the separation (spin-off) of BNI's Sharia Business Unit (UUS) into a new entity called PT Bank BNI Syariah.

To capture the growing opportunity for the Islamic economy in Indonesia, three state-owned Islamic banks, Bank Syariah Mandiri, BNI Syariah and BRI Syariah, decided to form a strategic alliance. On February 1, 2021, which coincides with 19 Jumadil Akhir 1442 H, marked the merger of Bank Syariah Mandiri, BNI Syariah and BRI Syariah into one entity, namely BSI. This merger will unite the advantages of these three Islamic Banks to present a more complete service, a wider reach, and have a better capital capacity. Supported by synergies with ther parent companies (Mandiri, BNI, BRI) and the Government commitment through the Ministry of BUMN, BSI was encouraged to compete at the global level.

As one of the controlling shareholders in BSI, the number of shares owned by BNI in BSI at the end of 2024 was 10,720,230,418 shares, or 23.24% ownership.

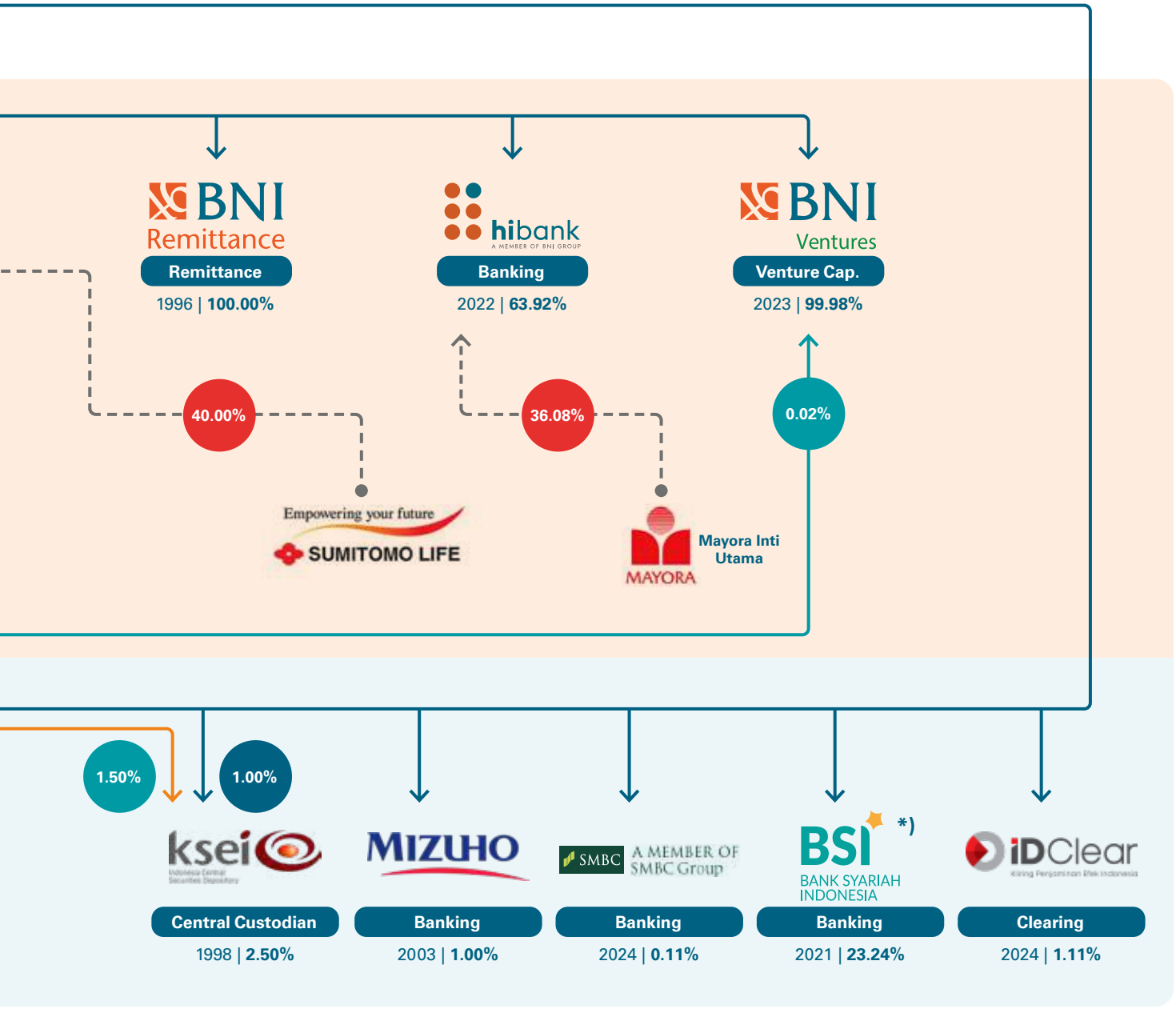
BNI Group Structure & Subsidiaries



Notes:

- Investment by BNI
- Investment by BNI Sekuritas
- Investment by BNI Asset Management
- Investment by Strategic Partner

- Percentage of BNI Ownership
- Percentage of BNI Sekuritas Ownership
- Percentage of Strategic Partner Ownership



Notes:
*) In 2021, Bank BNI Syariah officially merged with 2 other Sharia Banks to become Bank Syariah Indonesia

Share Listing Chronology

INITIAL PUBLIC OFFERING

On October 28, 1996, BNI conducted an initial public offering of 1,085,032,000 Series B shares with a par value of IDR500 (fully paid) per share and an offering price of IDR850 (fully paid) per share to the public in Indonesia. The offered shares were listed and commenced trading on the Jakarta Stock Exchange and the Surabaya Stock Exchange (now the Indonesia Stock Exchange/IDX) on November 25, 1996.

LIMITED PUBLIC OFFERING I

On June 30, 1999, BNI conducted Limited Public Offering I through the issuance of Pre-emptive Rights (HMETD) of 151,904,480,000 Series C shares with a par value of Rp25 (fully paid) per share. Each holder of 1 (one) existing share was entitled to purchase 35 new shares at an offering price of IDR347.58 (fully paid) per share. Through this limited public offering, BNI increased its share capital by issuing 683,916,500 Series C shares to the public on July 21, 1999, which were listed on the Jakarta Stock Exchange and the Surabaya Stock Exchange (now IDX). BNI also issued 151,220,563,500 Series C shares to the Government of Indonesia on April 7, 2000 and June 30, 2000 under the recapitalization program pursuant to Government Regulation No. 52 of 1999.

RECAPITALIZATION

On March 30, 2000, the Minister of Finance approved the recapitalization of BNI amounting to IDR61.8 trillion, an increase of IDR9 trillion compared to the amount stipulated under Government Regulation No. 52 of 1999. In connection with this recapitalization increase, which was approved through Government Regulation No. 32 of 2000, BNI issued an additional 44,946,404,500 Series C shares without Pre-emptive Rights.

On July 20, 2001, BNI's share capital decreased by 1,965,701,500 Series C shares in relation to the return of excess recapitalization funds to the Government of Indonesia. This return was approved by the shareholders at the Extraordinary General Meeting of Shareholders held on June 25, 2001.

LIMITED PUBLIC OFFERING II

On July 30, 2007, at the Extraordinary General Meeting of Shareholders (EGMS), the shareholders resolved to conduct Limited Public Offering II to existing shareholders through the issuance of up to 1,992,253,110 new Series C shares with a par value of IDR375 (fully paid) per share.

Each holder of 20 existing shares whose name was recorded in BNI's Shareholders Register as of August 9, 2007 at 4:00 p.m. Western Indonesian Time was entitled to 1 (one) Pre-emptive Right (HMETD), whereby each HMETD entitled the holder to purchase 1 (one) new share at an exercise price of IDR2,025 (fully paid) per share. From Limited Public Offering II, BNI obtained additional paid-in capital of Rp747,094 and additional share premium of IDR3,287,218, with share issuance costs amounting to IDR195,280. Initial trading commenced on August 13, 2007 on the Jakarta Stock Exchange and the Surabaya Stock Exchange (now IDX).

LIMITED PUBLIC OFFERING III

On November 25, 2010, at the Extraordinary General Meeting of Shareholders (EGMS), the shareholders resolved, among others, to approve an increase in BNI's issued and paid-up capital through Limited Public Offering III (LPO III) by issuing Pre-emptive Rights (HMETD) of 3,374,715,948 new Series C shares with a par value of Rp375 (fully paid) per share and an exercise price of Rp3,100 per share. The HMETD were tradable on and off the Indonesia Stock Exchange (IDX) from December 10, 2010 to December 16, 2010, subject to applicable capital market regulations. From LPO III, BNI obtained additional paid-in capital of IDR1,265,518 and additional share premium, net of share issuance costs, amounting to IDR8,950,869.

IMPLEMENTATION OF STOCK SPLIT

On September 19, 2023, the Extraordinary General Meeting of Shareholders (EGMS) approved a stock split and changes to Article 4 of the Company's Articles of Association concerning Company Capital. The Company carried out a stock split with a split ratio of 1 (one) old share into 2 (two) new shares (1:2), effective on October 6, 2023, so that the nominal value per Series A Dwiwarna and Series B share became IDR3,750 (three thousand seven hundred and fifty rupiah) and the nominal value per Series C Share became IDR187,50 (one hundred eighty seven point five zero rupiah).

NAME OF THE EXCHANGE WHERE THE COMPANY'S SHARES ARE LISTED

All BNI shares have been listed on the Indonesian Stock Exchange.

BNI Share Listing Chronology

Date	Description	Shares	Nominal Value	Offering Price	Number of Shares
Prior to IPO		-	-	-	-
	Initial Public Offering (IPO)	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4,340,127,999
	Total Capital issued and paid				**4,340,128,000**
June1999	Rights Issue (1:35)	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4,340,127,999
		Series-C	@Rp25	347,58	151,904,480,000
	Total Capital issued and paid				**156,244,608,000**
June 2000	Issuance of new shares without pre-emptive rights	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4,340,127,999
		Series-C	@Rp25	347,58	196,850,884,500
	Total Capital issued and paid				**201,191,012,500**
July 2001	Repayment of excess amount in Government Bonds	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4,340,127,999
		Series-C	@Rp25	347,58	194,885,183,000
	Total Capital issued and paid				**199,225,311,000**
December 2003	Reverse Stock Split (15:1)	Series-A	@Rp7,500	-	1
		Series-B	@Rp7,500	12,750	289,341,866
		Series-C	@Rp375	5,213,7	12,992,345,533
	Total Capital issued and paid				**13,281,687,400**
August 13, 2007	Rights Issue (20:3)	Series-A	@Rp7,500	-	1
		Series-B	@Rp7,500	12,750	289,341,866
		Series-C	@Rp375	2,025	14,984,598,643
	Total Capital issued and paid				**15,273,940,510**
August 2010	Divestment of Indonesian State Shares in BNI ex green shoe	Series-A	@Rp7,500	-	1
		Series-B	@Rp7,500	12,750	289,341,866
		Series-C	@Rp375	2,025	14,984,598,643
	Total Capital issued and paid				**15,273,940,510**
December 10, 2010	Rights Issue (110.473:500.000)	Series-A	@Rp7,500	-	1
		Series-B	@Rp7,500	12,750	289,341,866
		Series-C	@Rp375	3,100	18,359,314,591
	Total Capital issued and paid				**18,648,656,458**
October 6, 2023	Stock Split (1:2)	Series-A	@Rp3,750	-	1
		Series-B	@Rp3,750	-	578,683,733
		Series-C	@187,50	-	36,718,629,182
	Total Capital issued and paid				**37,297,312,916**

Other Securities Listing Chronology

To support business growth, and to strengthen its capital with sufficient sources of funds with a good spread of tenors, BNI has issued several bonds denominated in Rupiah and foreign currencies. The bonds include BNI Global Bonds in 2012, followed by the issuance of BNI Sustainable Bonds in 2017 which realized funds of IDR3 trillion over a tenor of 5 (five) years. In 2021 BNI again issued a Global Tier 2 Capital Bonds and Additional Tier 1 Capital Bonds with funds raised of USD500,000,000 (full amount) and USD600,000,000 (full amount), respectively. In 2022, BNI also issued Green Bonds denominated in Rupiah with total funds collected of IDR5 trillion each with a tenor of 3 years and 5 years.

GLOBAL BOND 2012

BNI issued USD-denominated senior bonds (global bond) on April 27, 2012 with a principal amount of USD500,000,000 (full amount). The bonds were issued at a price of 98.89% with a coupon of 4.125% paid every 6 months. The bonds had a term of 5 years with a due date of April 27, 2017. The Bank has settled the entire principal amount of USD500,000,000 (full amount) at price 100.00%.

REGISTRATION OF SUSTAINABLE BONDS 2017

On June 22, 2017, BNI obtained an effective statement from FSA through letter number S-349/D.04/2017 to issue Sustainable Bonds I BNI Phase I 2017 ("Bonds"). The value of bonds issued amounted to IDR3,000,000,000,000 (full amount), for a period of 5 years, with a coupon of 8% per annum that will be paid quarterly. The BNI Bonds were issued on July 11, 2017 and listed on the Indonesia Stock Exchange on July 12, 2017. The first coupon payment to the bondholders was made on October 11, 2017.

Acting as Underwriters were PT BNI Sekuritas, PT Mandiri Sekuritas, PT Bahana Sekuritas, PT Danareksa Sekuritas, PT Indo Premier Sekuritas and PT BCA Sekuritas. Acting as Trustee was PT Bank Rakyat Indonesia (Persero) Tbk.

TIER 2 CAPITAL BOND 2021 (GLOBAL BOND)

BNI issued debt instruments with capital characteristics in the form of Tier II Capital Bonds, which were listed on the Singapore Exchange (SGX Listing) with a principal amount of USD500,000,000.00 with a write down feature that can be counted as a Tier 2 capital component through OJK letter No. S-64/PB.31/2021 dated March 31, 2021. The Tier 2 Capital Bond issuance is one of BNI's strategies for increasing the Bank's capital through Tier 2 Capital.

The Tier 2 Capital Bonds were offered at a fixed interest rate of 3.75% p.a. for a term of 5 (five) years. Acting as institutions and supporting professions for the issuance of the Tier 2 Capital Bonds were HSBC and Citi Group. The legal consultants were Ginting & Reksodiputro in association with Allen & Overy and HSBC acted as Trustee and Paying Agent. The bonds received a rating on long-term debt securities from Fitch Rating of BB, and from Moody's Rating of Ba2.

ADDITIONAL TIER 1 CAPITAL BOND 2021 (GLOBAL BOND)

BNI issued debt instruments with capital characteristics in the form of Additional Tier 1 Capital Bonds, which were listed on the Singapore Exchange (SGX Listing) with a principal amount of USD600,000,000 (full amount) with a write down feature that can be counted as a Tier 1 capital component through OJK letter No. S-210/ PB.31/2021 dated September 30, 2021.

The issuance of the Additional Tier 1 Capital Bond aimed to increase Tier 1 Capital, general funding, and improve the structure of long-term funds. Additional Tier 1 Capital Bonds were offered with a fixed interest rate of 4.30% p.a. perpetual term (no maturity) with call options after 5.5 (five and a half) years. Acting as institutions and supporting professions for the issuance of the Additional Tier 1 Capital Bonds were BNI Sekuritas, JP Morgan and UBS. The legal consultants used were Hadiputranto,

Hadinoto & Partners in association with Baker McKenzie and HSBC acted as Trustee and Paying Agent. The bonds received a rating on long-term debt securities from Moody's Rating of Ba3.

ENVIRONMENTAL BONDS (GREEN BONDS) I BNI 2022

On June 10, 2022, BNI received an effective statement from FSA through letter no. S-93/D.04/2022 to issue Green Bond I PT Bank Negara Indonesia (Persero) TbkYear 2022 on June 21, 2022. The Principal Amount of Green Bonds issued is IDR5,000,000,000,000 (five trillion Rupiah) with Green Bond interest of 6.35% (six point three five percent) per year for series A and 6.85% (six point eight five percent) per year for series B. Green Bond I 2022 was offered at 100% (one hundred percent) of the principal amount of the bonds, with coupons paid quarterly, and listed on the Indonesia Stock Exchange (IDX) on June 22, 2022. The first coupon payment to bondholders was made on September 21, 2022.

The proceeds from the bond issuance, after deducting emission costs, will all be used by BNI to finance and refinance projects in the Environmentally Friendly Business Activities (KUBL) category, namely projects related to renewable energy, energy efficiency, processing waste into energy and waste management, sustainable use of natural resources and land use, conservation of terrestrial and aquatic biodiversity, environmentally friendly transportation, sustainable management of water and wastewater, climate change adaptation, environmentally sound buildings, and sustainable agriculture, taking into account OJK Regulation No. 60/POJK.04/2017 concerning Issuance and Requirements for Green Bonds.

Acting as Underwriters for the Issue were PT BNI Sekuritas, PT BCA Sekuritas, PT Mandiri Sekuritas, PT BRI Danareksa Sekuritas, PT CIMB Niaga Sekuritas, and PT Maybank Sekuritas. Acting as Trustee was PT Bank Mandiri (Persero) Tbk.

GLOBAL BOND 2024

BNI issued senior bonds (BNI Global Bond) denominated in US Dollars on April 5, 2024 amounting to USD 500,000,000 (full amount) which was listed on the Singapore Exchange (SGX Listing). BNI Global Bond 2024 was issued at a price of 100% with a coupon of 5.28% paid every 6 months (semiannually). BNI Global Bond 2024 has a term of 5 (five) years and will mature on April 5, 2029.

The proceeds from the issuance of this Bond will be used for the company's general financing and funding needs. Acting as supporting institutions and professions in the issuance of the 2024 Global Bond are BNI Securities Pte Ltd, JP Morgan and Citi Group. The Legal Consultant used is Ginting & Reksodiputro which is associated with Allen & Overy Singapore. Then HSBC acts as Trustee and Paying Agent. The bonds have received a rating for longterm debt securities from S&P with a BBB rating and Fitch Rating with a BBB- rating.

LONG TERM NOTES (LTN) TAPERA 2025

On February 7, 2025, PT Bank Negara Indonesia (Persero) Tbk issued Long Term Notes (LTN) without a public offering amounting to IDR 14,036,333,250 (full amount). The LTN carries an annual interest rate of 0.55% with principal installments payable every 3 (three) months from the issuance date. The issuance of the LTN was not subject to a specific rating and did not utilize the services of a Monitoring Agent.
The proceeds from the issuance of the LTN are fully allocated specifically for the financing and refinancing of housing loans for Tapera participants as stipulated in Law No. 4 of 2016 on Public Housing Savings, Government Regulation of the Republic of Indonesia No. 21 of 2024 on the Implementation of Public Housing Savings, Regulation of the Public Housing Savings Management Agency No. 2 of 2023 concerning the Second Amendment to Regulation of the Public Housing Savings Management Agency No. 6 of 2021 on Housing Financing for Public Housing Savings Participants, as well as the prevailing Cooperation Agreement and Memorandum of Understanding between the Public Housing Savings Management Agency and PT Bank Negara Indonesia (Persero) Tbk.

SUSTAINABILITY BOND 2025

PT Bank Negara Indonesia (Persero) Tbk issued a Rupiah-denominated Sustainability Bond on July 4, 2025, with a principal amount of IDR 3,500,000,000,000 for Series A with a 3-year tenor at an annual interest rate of 6.60%, and IDR 1,500,000,000 for Series B with a 5-year tenor at an annual interest rate of 6.65%. The BNI Sustainability Bond 2025 was offered at 100% of the total principal amount, with coupons payable quarterly, and was listed on the Indonesia Stock Exchange (IDX) on July 7, 2025. The first coupon payment to bondholders was made on October 6, 2025.

The proceeds from this bond issuance will be used to finance projects under the Environmental-Focused Business Activities (KUBL) category up to a maximum of 30% and Social-Focused Business Activities (KUBS) category at a minimum of 70%. The supporting institutions acting as underwriters for the issuance of the 2025 Sustainability Bond are PT BNI Sekuritas, PT BCA Sekuritas, PT Mandiri Sekuritas, and PT Trimegah Sekuritas Indonesia, while PT Bank Rakyat Indonesia (Persero) Tbk acts as the Trustee.

The bonds have received a long-term debt rating of idAAA (triple A) from Pefindo and an independent opinion from Sustainalytics, confirming that BNI's Sustainability Bond framework is credible and aligned with international and ASEAN standards.

NAME OF THE EXCHANGE WHERE THE COMPANY'S BONDS ARE LISTED

All BNI Rupiah-denominated Securities have been listed on the Indonesia Stock Exchange (IDX), while Forex-denominated Securities are listed on the Singapore Exchange.

BNI Bond Listing Chronology

Name of Security	Issue Date	Effective Date	Tenor	Currency	Number of Bonds	Offer Value	Maturity Date	Interest Rate	Payment Status	Securities Rating		Trustee
										2025	2024	
Global Bond	April 27, 2012	-	5 Years	USD	500,000,000	98,89	April 27, 2012	4,125% p.a	Paid	-	-	HSBC
BNI Sustainable Bonds	July 11,2017	June 22,2017	5 Years	IDR	3,000,000,000,000	100,00	July 11,2022	8,00% p.a	Paid	idAAA (Pefindo)	idAAA (Pefindo)	PT BRI (Persero)
BNI Tier 2 Capital Bond 2021	March 30, 2021	March 30, 2021	5 Years	USD	500,000,000	100,00	March 30, 2026	3,75% p.a	Not Yet Paid	BB (Fitch) Ba2 (Moodys)	BB (Fitch) Ba2 (Moodys)	HSBC Corp Ltd.
BNI Additional Tier 1 Capital Bond 2021	September 24, 2021	September 24, 2021	Perpetual, Non Callable 5,5 Years	USD	600,000,000	100,00	March 24, 2027	4,30% p.a	Not Yet Paid	Ba3 (Moodys)	Ba3 (Moodys)	HSBC Corp Ltd.
BNI Green Bond I of 2022	June 21, 2022	June 10, 2022	3 Years	IDR	4,000,000,000,000	100,00	June 21, 2025	6,35% p.a	Not Yet Paid	idAAA (Pefindo)	idAAA (Pefindo)	PT Bank Mandiri (Persero) Tbk
BNI Green Bond I of 2022	June 21, 2022	June 10, 2022	5 Years	IDR	1,000,000,000,000	100,00	June 21, 2027	6,85% p.a	Not Yet Paid	idAAA (Pefindo)	idAAA (Pefindo)	PT Bank Mandiri (Persero) Tbk
Global Bond 2024	April 5, 2024	April 5, 2024	5 Years	USD	500,000,000	100,00	April 05, 2029	5,28% p.a	Not Yet Paid	BBB (S&P) BBB- (Fitch)	BBB (S&P) BBB- (Fitch)	HSBC Corp Ltd.
Long Term Notes (LTN) BP Tapera	February 7, 2025	February 7, 2025	12,75 Years	IDR	14,036,333,250	100,00	07 November 2037	0,55% p.a	Not Yet Paid	-	-	-
Bonds Based on Sustainability (Sustainability Bond) Sustainable I BNI 2025 Series A	July 4, 2025	July 4, 2025	3 Years	IDR	3,500,000,000,000	100,00	04 July 2028	6.60% p.a	Not Yet Paid	IdAAA (Pefindo)		PT Bank Rakyat Indonesia (Persero) Tbk
Bonds Based on Sustainability (Sustainability Bond) Sustainable I BNI 2025 Series B	July 4, 2025	July 4, 2025	5 Years	IDR	1,500,000,000,000	100,00	04 July 2030	6.65% p.a	Not Yet Paid	IdAAA (Pefindo)		PT Bank Rakyat Indonesia (Persero) Tbk

BOND INTEREST PAYMENT CHRONOLOGY

This Global Bond has an annual interest rate of 4.125% of the principal amount of the loan. Interest is paid by the Bank every 6 (six) months with the initial date of payment of the bond interest on October 29, 2012 and the last payment of the bond interest has been paid on maturity on April 27, 2017.

Global Bond Interest Payments Chronology

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	October 29, 2012	4.125%	Paid
2	April 29, 2013	4.125%	Paid
3	October 28, 2013	4.125%	Paid
4	April 28, 2014	4.125%	Paid
5	October 27, 2014	4.125%	Paid
6	April 27, 2015	4.125%	Paid
7	October 27, 2015	4.125%	Paid
8	April 27, 2016	4.125%	Paid
9	October 27, 2016	4.125%	Paid
10	April 27, 2017	4.125%	Paid

The Sustainable Bond I BNI Rupiah Phase I 2017 has an interest rate of 8% per annum which is paid periodically every 3 months with the following schedule:

Chronology of Sustainable Bond Interest Payments

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	October 11, 2017	8%	Paid
2	January 11, 2018	8%	Paid
3	April 11, 2018	8%	Paid
4	July 11, 2018	8%	Paid
5	October 11, 2018	8%	Paid
6	January 11, 2019	8%	Paid
7	April 11, 2019	8%	Paid
8	July 11, 2019	8%	Paid
9	October 11, 2019	8%	Paid
10	January 11, 2020	8%	Paid
11	April 11, 2020	8%	Paid
12	July 11, 2020	8%	Paid
13	October 11, 2020	8%	Paid
14	January 11, 2021	8%	Paid
15	April 11, 2021	8%	Paid
16	July 11, 2021	8%	Paid
17	October 11, 2021	8%	Paid
18	January 11, 2022	8%	Paid
19	April 11, 2022	8%	Paid
20	July 11, 2022	8%	Paid

BNI Tier 2 Capital Bond 2021 has an interest rate of 3.75% per annum, which is paid every 6 months with the first interest payment made on September 30, 2021 and ending on March 30, 2026 with the following schedule:

Tier 2 Capital Bond Interest Payments Chronology

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	September 30, 2021	3.75%	Paid
2	March 30, 2022	3.75%	Paid
3	September 30, 2022	3.75%	Paid
4	March 30, 2023	3.75%	Paid
5	September 30, 2023	3.75%	Paid
6	March 30, 2024	3.75%	Paid
7	September 30, 2024	3.75%	Paid
8	March 30, 2025	3.75%	Paid
9	September 30, 2025	3.75%	Paid
10	March 30, 2026	3.75%	Not Yet Paid

BNI Additional Tier 1 Capital Bond 2021 has an interest rate of 4.3% per annum with the first interest payment to be made on March 24, 2022 and ending on March 24, 2027, and is paid every 6 months with the following schedule:

Tier 1 Capital Bond Interest Payments Chronology

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	March 24, 2022	4.3%	Paid
2	September 24, 2022	4.3%	Paid
3	March 24, 2023	4.3%	Paid
4	September 24, 2023	4.3%	Paid
5	March 24, 2024	4.3%	Paid
6	September 24, 2024	4.3%	Paid
7	March 24, 2025	4.3%	Paid
8	September 24, 2025	4.3%	Paid
9	March 24, 2026	4.3%	Not Yet Paid
10	September 24, 2026	4.3%	Not Yet Paid
11	March 24, 2027	4.3%	Not Yet Paid

BNI Green Bond I Year 2022 has an interest rate of 6.35% per annum for a 3-year tenor and an interest rate of 6.85% for a 5-year tenor with the first interest payment being made on September 21, 2022 and ending on June 21, 2025 for a 3-year tenor and June 21, 2027 for a 5-year tenor, which will be paid periodically every 3 months with the following schedule:

Chronology of Interest Payment for 3-Year Tenor Green Bonds

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	September 21, 2022	6.35%	Paid
2	December 21, 2022	6.35%	Paid
3	March 21, 2023	6.35%	Paid
4	June 21, 2023	6.35%	Paid
5	September 21, 2023	6.35%	Paid
6	December 21, 2023	6.35%	Paid
7	March 21, 2024	6.35%	Paid
8	June 21, 2024	6.35%	Paid
9	September 21, 2024	6.35%	Paid

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
10	December 21, 2024	6.35%	Paid
11	March 21, 2025	6.35%	Paid
12	June 21, 2025	6.35%	Paid

Chronology of Interest Payment for 5-Year Tenor Green Bonds

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	September 21, 2022	6.85%	Paid
2	December 21, 2022	6.85%	Paid
3	March 21, 2023	6.85%	Paid
4	June 21, 2023	6.85%	Paid
5	September 21, 2023	6.85%	Paid
6	December 21, 2023	6.85%	Paid
7	March 21, 2024	6.85%	Paid
8	June 21, 2024	6.85%	Paid
9	September 21, 2024	6.85%	Paid
10	December 21, 2024	6.85%	Paid
11	March 21, 2025	6.85%	Paid
12	June 21, 2025	6.85%	Paid
13	September 21, 2025	6.85%	Paid
14	December 21, 2025	6.85%	Paid
15	March 21, 2026	6.85%	Not Yet Paid
16	June 21, 2026	6.85%	Not Yet Paid
17	September 21, 2026	6.85%	Not Yet Paid
18	December 21, 2026	6.85%	Not Yet Paid
19	March 21, 2027	6.85%	Not Yet Paid
20	June 21, 2027	6.85%	Not Yet Paid

Global Bond 2024 Interest Payments Chronology

BNI Global Bond 2024 has an interest rate of 5.28% per annum from bond principal. The interest payments will be disbursed semi-annually by the bank, with the initial payment scheduled for October 04, 2024 and the final interest payment scheduled for April 05, 2029. The payment schedule is as follows:

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	October 5, 2024	5.28%	Paid
2	April 5, 2025	5.28%	Paid
3	October 5, 2025	5.28%	Paid
4	April 5, 2026	5.28%	Not Yet Paid
5	October 5, 2026	5.28%	Not Yet Paid
6	April 5, 2027	5.28%	Not Yet Paid
7	October 5, 2027	5.28%	Not Yet Paid
8	April 5, 2028	5.28%	Not Yet Paid
9	October 5, 2028	5.28%	Not Yet Paid
10	April 5, 2029	5.28%	Not Yet Paid

Long Term Notes (LTN) Tapera 2025 Interest Payments Chronology

BNI Long Term Notes (LTN) Tapera 2025 carries an annual interest rate of 0.55% calculated on the principal amount. Interest payments will be made by the Bank every 3 (three) months, with the first interest payment scheduled on May 7, 2025, and the final interest payment made upon maturity on November 7, 2037. The payment schedule is as follows:

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	May 7, 2025	0.55%	Paid
2	August 7, 2025	0.55%	Paid
3	November 7, 2025	0.55%	Paid
4	February 7, 2026	0.55%	Not Yet Paid
5	May 7, 2026	0.55%	Not Yet Paid
6	August 7, 2026	0.55%	Not Yet Paid
7	November 7, 2026	0.55%	Not Yet Paid
8	February 7, 2027	0.55%	Not Yet Paid
9	May 7, 2027	0.55%	Not Yet Paid
10	August 7, 2027	0.55%	Not Yet Paid
11	November 7, 2027	0.55%	Not Yet Paid
12	February 7, 2028	0.55%	Not Yet Paid
13	May 7, 2028	0.55%	Not Yet Paid
14	August 7, 2028	0.55%	Not Yet Paid
15	November 7, 2028	0.55%	Not Yet Paid
16	February 7, 2029	0.55%	Not Yet Paid
17	May 7, 2029	0.55%	Not Yet Paid
18	August 7, 2029	0.55%	Not Yet Paid
19	November 7, 2029	0.55%	Not Yet Paid
20	February 7, 2030	0.55%	Not Yet Paid
21	May 7, 2030	0.55%	Not Yet Paid
22	August 7, 2030	0.55%	Not Yet Paid
23	November 7, 2030	0.55%	Not Yet Paid
24	February 7, 2031	0.55%	Not Yet Paid
25	May 7, 2031	0.55%	Not Yet Paid
26	August 7, 2031	0.55%	Not Yet Paid
27	November 7, 2031	0.55%	Not Yet Paid
28	February 7, 2032	0.55%	Not Yet Paid
29	May 7, 2032	0.55%	Not Yet Paid
30	August 7, 2032	0.55%	Not Yet Paid
31	November 7, 2032	0.55%	Not Yet Paid
32	February 7, 2033	0.55%	Not Yet Paid
33	May 7, 2033	0.55%	Not Yet Paid
34	August 7, 2033	0.55%	Not Yet Paid
35	November 7, 2033	0.55%	Not Yet Paid
36	February 7, 2034	0.55%	Not Yet Paid
37	May 7, 2034	0.55%	Not Yet Paid
38	August 7, 2034	0.55%	Not Yet Paid
39	November 7, 2034	0.55%	Not Yet Paid
40	February 7, 2035	0.55%	Not Yet Paid
41	May 7, 2035	0.55%	Not Yet Paid
42	August 7, 2035	0.55%	Not Yet Paid
43	November 7, 2035	0.55%	Not Yet Paid
44	February 7, 2036	0.55%	Not Yet Paid

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
45	May 7, 2036	0.55%	Not Yet Paid
46	August 7, 2036	0.55%	Not Yet Paid
47	November 7, 2036	0.55%	Not Yet Paid
48	February 7, 2037	0.55%	Not Yet Paid
49	May 7, 2037	0.55%	Not Yet Paid
50	August 7, 2037	0.55%	Not Yet Paid
51	November 7, 2037	0.55%	Not Yet Paid

BNI Sustainability Bond 2025 Interest Payments Chronology

BNI Sustainability Bond 2025 carries an annual interest rate of 6.60% for the 3-year tenor and 6.65% for the 5-year tenor. Interest payments are scheduled quarterly, with the first interest payment made on October 6, 2025. The final interest payment will be made on July 4, 2028, for the 3-year tenor, and on July 4, 2030, for the 5-year tenor. The payment schedule is as follows:

BNI Sustainability Bond 3-Year Tenor

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	October 6, 2025	6.60%	Paid
2	January 5, 2026	6.60%	Not Yet Paid
3	April 6, 2026	6.60%	Not Yet Paid
4	July 6, 2026	6.60%	Not Yet Paid
5	October 5, 2026	6.60%	Not Yet Paid
6	January 4, 2027	6.60%	Not Yet Paid
7	April 5, 2027	6.60%	Not Yet Paid
8	July 5, 2027	6.60%	Not Yet Paid
9	October 4, 2027	6.60%	Not Yet Paid
10	January 4, 2028	6.60%	Not Yet Paid
11	April 4, 2028	6.60%	Not Yet Paid
12	July 4, 2028	6.60%	Not Yet Paid

BNI Sustainability Bond 5-Year Tenor

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	October 6, 2025	6.65%	Paid
2	January 5, 2026	6.65%	Not Yet Paid
3	April 6, 2026	6.65%	Not Yet Paid
4	July 6, 2026	6.65%	Not Yet Paid
5	October 5, 2026	6.65%	Not Yet Paid
6	January 4, 2027	6.65%	Not Yet Paid
7	April 5, 2027	6.65%	Not Yet Paid
8	July 5, 2027	6.65%	Not Yet Paid
9	October 4, 2027	6.65%	Not Yet Paid
10	January 4, 2028	6.65%	Not Yet Paid
11	April 4, 2028	6.65%	Not Yet Paid
12	July 4, 2028	6.65%	Not Yet Paid
13	October 4, 2028	6.65%	Not Yet Paid
14	January 4, 2029	6.65%	Not Yet Paid
15	April 4, 2029	6.65%	Not Yet Paid
16	July 4, 2029	6.65%	Not Yet Paid
17	October 4, 2029	6.65%	Not Yet Paid
18	January 4, 2030	6.65%	Not Yet Paid
19	April 4, 2030	6.65%	Not Yet Paid
20	July 4, 2030	6.65%	Not Yet Paid

RUPIAH SUBORDINATED MEDIUM TERM NOTES 2018

In 2018, BNI issued debt instruments with capital characteristics in the form of Medium Term Notes (MTN) through a limited offering under the name "BNI Subordinated MTN I Year 2018" with a write down feature that can be calculated as a capital component, and were recorded in the administrative supervision of the Financial Services Authority, with an effective date of June 8, 2018 and a total principal amount of
IDR100 billion.

The Subordinated MTN were issued to comply with OJK Regulation No. 14/POJK.03/2017 Article 24 and Article 37 concerning the Recovery Plan, whereby systemic banks were required to have debt securities with capital characteristics no later than December 31, 2018.

The 2018 BNI Subordinated MTN I was offered with a fixed interest rate of 8.00% p.a. for a term of 5 (five) years. Acting as supporting institutions and professions for the issuance of the Subordinated MTN were BNI Sekuritas, Danareksa Sekuritas, and Mandiri Sekuritas. The legal consultant used was Hanafiah Ponggawa & Partners. The notary used was Ir. Nanette Cahyanie, SH. and PT Kustodian Sentral Efek Indonesia (KSEI) acted as Paying Agent.

In accordance with POJK No. 07/2017 and Regulation No.IX.C.11, for the issuance of these Bonds, BNI obtained a rating for its long-term debt securities from PT Pemeringkat Efek Indonesia ("Pefindo") for the period March 06, 2023 to August 10, 2023 in their letter No. RC-143/PEF-DIR/III/2023 dated March 6, 2023 with a rating of idAA (Double A) for BNI's 2018 Subordinated Medium Term Notes I. BNI rates its bonds annually so long as the obligations for the securities have not been paid off.

Chronology of BNI Medium Term Notes (MTN) Issuance

Description	Date of issue	Effective date	Tenor	Currency	Bond Amount	Bid Price	Due Date	Interest Date	Payment Status	Rating		Trustee
										2018	2019	
Subordinated MTN	August 10, 2018	August 10, 2018	5 Years	IDR	100,000,000,000	100.00%	August 10, 2023	8.00%	Paid	idAA (Pefindo)	idAA (Pefindo)	PT Bank Rakyat Indonesia (Persero)

MTN Interest Payments Chronology

Interest No	Date of Bond Interest Payment	Interest (%)	Payment Status
1	November 10, 2018	8%	Paid
2	February 10, 2019	8%	Paid
3	May 10, 2019	8%	Paid
4	August 10, 2019	8%	Paid
5	November 10, 2019	8%	Paid
6	February 10, 2020	8%	Paid
7	May 10, 2020	8%	Paid
8	August 10, 2020	8%	Paid
9	November 10, 2020	8%	Paid
10	February 10, 2021	8%	Paid
11	May 10, 2021	8%	Paid
12	August 10, 2021	8%	Paid
13	November 10, 2021	8%	Paid
14	February 10, 2022	8%	Paid
15	May 10, 2022	8%	Paid
16	August 10, 2022	8%	Paid
17	November 10, 2022	8%	Paid
18	February 10, 2023	8%	Paid
19	May 10, 2023	8%	Paid
20	August 10, 2023	8%	Paid

In 2016, BNI conducted an NCD offering in two stages consisting of several series with the realization of the issuance of IDR5.22 trillion. In 2017, BNI again issued an NCD with the realization of the issuance of IDR2.7 trillion. In 2019 BNI issued NCD in three stages with the realization of the issuance of IDR4.34 trillion consisting of several series.

The Arrangers of the BNI Rupiah NCD issuance were BNI Sekuritas, Danareksa Sekuritas, Mandiri Sekuritas, and BCA Sekuritas. The notary was Fathiah Helmi, SE., PT Indonesian Central Securities Depository (KSEI) acted as a Paying Agent. The issuance of the NCD was a Bank strategy to increase Rupiah liquidity.

In 2020, BNI issued scripless Rupiah Negotiable Certificate of Deposit (NCD) in four series as follows:
1. Rupiah NCD BNI I Year 2020 Series A with an emission of IDR400 billion;
2. Rupiah NCD BNI I Year 2020 Series B with an emission of IDR580 billion;
3. Rupiah NCD BNI I Year 2020 Series C with an emission of IDR50 billion;
4. Rupiah NCD BNI I Year 2020 Series D with an emission of IDR360 billion.

On December 8, 2022, BNI again issued scripless Negotiable Certificates of Deposit (NCD), denominated in Rupiah and USD. The NCDs issued were as follows:
1. NCD Rupiah BNI Year 2022 with an issue value of IDR2.5 trillion in 3 (three) series, namely:
   a. BNI Rupiah NCD Year 2022 Series A with an issue value of IDR1 trillion;
   b. BNI Rupiah NCD Year 2022 Series B with an issue value of IDR500 billion;
   c. BNI Rupiah NCD Year 2022 Series C with an issue value of IDR1 trillion.
2. NCD US Dollar BNI Year 2022 with an emission value of USD31.5 million.

The arrangers for the BNI NCD issuance were BNI Sekuritas, BCA Sekuritas, and Trimegah Sekuritas Indonesia, with PT Kustodian Sentral Efek Indonesia (KSEI) acting as Paying Agent. The NCD issuance is the Bank's strategy for credit expansion in the framework of development.

In addition, BNI also issued a scripless USD Global Certificate of Deposit (CD) through the New York Overseas Office (KLN) in January 2020. BNI through the NewYork KCLN became the first Indonesian Bank to issue CDs denominated in USD as a shortterm investment product on the global market. The selected Arrangers for this CD issuance were Bank DBS, Citibank as Issuing & Paying Agent (IPA), and there were also 11 (eleven) Dealers in this issuance, namely: Citibank, Credit Suisse, BNP Paribas, DBS, HSBC, Mizuho, MUFG, SMBC Nikko, ANZ, UOB, and Credit Agricole. BNI also reissued USD scripless Global Certificate of Deposit (CD) through the New York Overseas Office (KLN) in September 2022.

NAME OF THE EXCHANGES WHERE THE COMPANY'S NCD ARE LISTED

All BNI NCDs have been listed on the Indonesia Stock Exchange (IDX).

Chronology of Negotiable Certificate of Deposit (NCD) Issuance

Description	Issue Date	Effective Date	Tenor	Currency	Value (million)	Maturity Date	Discount Rate	Payment Status
NCD BNI Year 2016								
NCD Phase I Series A	June 16, 2016	-	6 Months	Rp	390,000	December 16, 2016	7.00%	Paid
NCD Phase I Series B		-	9 Months		20,000	March 16, 2017	7.20%	Paid
NCD I Series C		-	370 Days		42,000	June 23, 2017	7.55%	Paid
NCD I Series D		-	18 Months		415,000	December 15, 2017	7.75%	Paid
NCD I Series E		-	24 Months		1,231,000	June 15, 2018	8.25%	Paid
NCD I Series F		-	36 Months		925,000	June 14, 2019	8.40%	Paid
NCD II Series A	September 27, 2016	-	370 Days	Rp	225,000	October 2, 2017	7.20%	Paid
NCD II Series B		-	18 Months		390,000	March 26, 2018	7.60%	Paid
NCD II Series C		-	24 Months		770,000	September 26, 2018	7.90%	Paid
NCD II Series D		-	36 Months		815,000	September 26, 2019	8.10%	Paid
NCD BNI Year 2017								
NCD BNI Year 2017 Series A	March 10, 2017	-	370 Days	Rp	2,195,000	March 15, 2018	7.55%	Paid
NCD BNI Year 2017 Series B		-	18 Months		350,000	September 3, 2018	7.90%	Paid
NCD BNI Year 2017 Series C		-	24 Months		150,000	February 28, 2019	8.05%	Paid
NCD BNI Year 2017 Series D		-	36 Months		5,000	February 24, 2020	8.35%	Paid
NCD BNI Year 2019								
NCD BNI I Year 2019 Series A	March 28, 2019	-	3 Months	Rp	60,000	July 2, 2019	7.30%	Paid
NCD BNI I Year 2019 Series B		-	6 Months		140,000	September 24, 2019	7.58%	Paid
NCD BNI I Year 2019 Series C		-	9 Months		150,000	December 20, 2019	7.68%	Paid
NCD BNI I Year 2019 Series D		-	370 Days		600,000	April 1, 2020	7.77%	Paid
NCD BNI II Year 2019 Series A	June 28, 2019	-	3 Months		110,000	September 27, 2019	7.17%	Paid
NCD BNI II Year 2019 Series B		-	6 Months		150,000	December 20, 2019	7.50%	Paid
NCD BNI II Year 2019 Series C		-	9 Months		100,000	March 20, 2020	7.59%	Paid
NCD BNI II Year 2019 Series D		-	370 Days		640,000	July 2, 2020	7.62%	Paid
NCD BNI III Year 2019 Series A	September 25, 2019	-	3 Months		430,000	January 3, 2020	6.306%	Paid
NCD BNI III Year 2019 Series B		-	6 Months		250,000	April 1, 2020	6.50%	Paid
NCD BNI III Year 2019 Series C		-	9 Months		50,000	July 1, 2020	6.599%	Paid
NCD BNI III Year 2019 Series D		-	372 Days		1,600,000	October 1, 2020	6.698%	Paid
NCD BNI III Year 2019 Series E		-	372 Days		60,000	October 1, 2020	6.798%	Paid
NCD BNI Year 2020								
NCD BNI I Year 2020 Series A	May 12, 2020	-	3 Months	Rp	400,000	August 10, 2020	5.40%	Paid
NCD BNI I Year 2020 Series B		-	6 Months		580,000	November 9, 2020	5.60%	Paid
NCD BNI I Year 2020 Series C		-	9 Months		50,000	February 8, 2021	5.70%	Paid
NCD BNI I Year 2020 Series D		-	360 Days		360,000	May 7, 2021	5.80%	Paid
NCD BNI Year 2022								
NCD Rupiah BNI Year 2022 Series A	December 8, 2022	-	180 Days	Rp	1,000,000	June 6, 2023	5.90%	Paid
NCD Rupiah BNI Year 2022 Series B	December 8, 2022	-	271 Days	Rp	500,000	September 5, 2023	6.00%	Paid
NCD Rupiah BNI Year 2022 Series C	December 8, 2022	-	365 Days	Rp	1,000,000	December 8, 2023	6.20%	Paid
NCD Valas BNI Year 2022	December 8, 2022	-	180 Days	USD	31.5	June 6, 2023	4.25%	Paid



Other BNI Securities Issuance Chronology (Global Certificate of Deposit)

Description	Issue Date	Effective Date	Tenor
Global CD BNI			
Zero Coupon (No Interest)			
CD BNI January 2020 USD CD – Mizuho	January 13, 2020	January 17, 2020	188 days
CD BNI January 2020 USD CD – Mizuho	January 13, 2020	January 17, 2020	273 days
CD BNI January 2020 USD CD – Mizuho	January 22, 2020	January 30, 2020	182 days
CD BNI January 2020 USD CD - Mizuho	January 22, 2020	January 30, 2020	274 days
CD BNI February 2020 USD CD – BNP Paribas	January 28, 2020	February 4, 2020	184 days
CD BNI February 2020 USD CD – BNP Paribas	January 28, 2020	February 4, 2020	353 days
CD BNI February 2020 USD CD – BNP Paribas	February 4, 2020	February 11, 2020	184 days
CD BNI February 2020 USD CD – BNP Paribas	February 4, 2020	February 11, 2020	353 days
CD BNI February 2020 USD CD – BNP Paribas	February 5, 2020	February 12, 2020	90 days
CD BNI February 2020 USD CD -MUFG	February 5, 2020	February 12, 2020	182 days
CD BNI February 2020 USD CD – BNP Paribas	February 12, 2020	February 19, 2020	182 days
CD BNI February 2020 USD CD – BNP Paribas	February 12, 2020	February 19, 2020	355 days
CD BNI February 2020 USD CD – MUFG	February 13, 2020	February 21, 2020	355 days
CD BNI February 2020 USD CD – Mizuho	February 14, 2020	February 21, 2020	355 days
CD BNI March 2020 USD CD – BNP Paribas	March 3, 2020	March 10, 2020	184 days
CD BNI March 2020 USD CD – MUFG	March 10, 2020	March 17, 2020	184 days
CD BNI March 2020 USD CD – Mizuho	March 17, 2020	March 20, 2020	188 days
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 15, 2020	184 days
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 14, 2020	184 days
CD BNI August 2020 USD CD – MUFG	August 25, 2020	August 28, 2020	92 days
CD BNI November 2020 USD CD – MUFG	November 9, 2020	November 17, 2020	181 days
CD BNI November 2020 USD CD – MUFG	November 17, 2020	November 20, 2020	188 days
CD BNI November 2020 USD CD – MUFG	November 17, 2020	November 20, 2020	188 days
CD BNI January 2021 USD CD – MUFG	January 21, 2021	January 28, 2021	355 days
CD BNI December 2022 USD CD – MUFG	December 16, 2022	December 22, 2022	186 days
CD BNI January 2023 USD CD - DBS	January 18, 2023	January 26, 2023	175 days
CD BNI January 2023 USD CD - Credit Agricole	January 27, 2023	February 03, 2023	89 days
CD BNI March 2023 USD CD - MUFG	March 08, 2023	March15, 2023	184 days
CD BNI March 2023 USD CD - DBS	March 09, 2023	March 16, 2023	182 days
CD BNI October 2023 USD CD - Credit Agricole	October 11, 2023	October 18, 2023	355 days
CD BNI October 2023 USD CD - DBS	October 12, 2023	October 18, 2023	355 days
Fixed Coupon (With Interest)			
CD BNI January 2020 USD CD – MUFG	January 21, 2020	January 28, 2020	91 days
CD BNI February 2020 USD CD - MUFG	February 03, 2020	February 10, 2020	274 days
CD BNI March 2020 USD CD - MUFG	March 3, 2020	March 10, 2020	92 days
CD BNI June 2020 USD CD - HSBC	June 09, 2020	June 17, 2020	91 days
CD BNI September 2020 USD CD – Credit Agricole	September 1, 2020	September 10, 2020	91 days
CD BNI November 2020 USD CD – Credit Agricole	November 6, 2020	November 13, 2020	91 days
CD BNI September 2020 USD CD – Mizuho	December 3, 2020	December 10, 2020	90 days
CD BNI September 2022 USD CD – MUFG	September 22, 2022	September 28, 2022	182 days
CD BNI January 2023 USD CD - Credit Agricole	January 27, 2023	February 03, 2023	89 days
CD BNI October 2023 USD CD - DBS	October 12, 2023	October 18, 2023	355 days
CD BNI October 2023 USD CD – Credit Agricole	October 11, 2023	October 18, 2023	355 days
CD BNI November 2024 USD CD – Credit Agricole	November 22, 2024	December 02, 2024	354 days

	Currency	Value (million)	Maturity Date	Discount Rate	Payment Status
	USD	4,000,000	July 23, 2020	2.35%	Paid
	USD	4,000,000	October 16, 2020	2.40%	Paid
	USD	2,000,000	July 30, 2020	2.35%	Paid
	USD	2,000,000	October 30, 2020	2.40%	Paid
	USD	6,000,000	August 6, 2020	2.35%	Paid
	USD	2,000,000	January 22, 2021	2.50%	Paid
	USD	9,800,000	August 13, 2020	2.40%	Paid
	USD	4,700,000	January 29, 2021	2.55%	Paid
	USD	9,100,000	May 12, 2020	2.40%	Paid
	USD	35,000,000	August 12, 2020	2.58%	Paid
	USD	4,100,000	August 19, 2020	2.40%	Paid
	USD	1,500,000	February 08, 2021	2.50%	Paid
	USD	15,000,000	February 10, 2021	2.55%	Paid
	USD	5,000,000	February 10, 2021	2.55%	Paid
	USD	4,800,000	January 14, 2021	1.75%	Paid
	USD	4,000,000	September 17, 2020	1.40%	Paid
	USD	4,400,000	September 24, 2020	1.45%	Paid
	USD	15,000,000	January 15, 2021	1.15%	Paid
	USD	23,200,000	January 14, 2021	1.15%	Paid
	USD	12,700,000	November 28, 2020	0.90%	Paid
	USD	25,000,000	May 17, 2021	0.95%	Paid
	USD	18,000,000	May 27, 2021	0.95%	Paid
	USD	25,000,000	May 27, 2021	0.95%	Paid
	USD	50,000,000	January 18, 2022	1.10%	Paid
	USD	18,600,000	June 26, 2023	5.45%	Paid
	USD	20,000,000	July 20, 2023	5.58%	Paid
	USD	54,000,000	May 03, 2023	5.40%	Paid
	USD	50,000,000	September 15, 2023	5.95%	Paid
	USD	23,500,000	September 14, 2023	5.95%	Paid
	USD	35,000,000	October 07, 2024	6.05%	Paid
	USD	40,000,000	October 07, 2024	6.07%	Paid
	USD	28,000,000	April 28, 2020	2.30%	Paid
	USD	74,200,000	November 10, 2020	2.33%	Paid
	USD	72,600,000	June 10, 2020	1.68%	Paid
	USD	122,600,000	September 16, 2020	0.685%	Paid
	USD	138,000,000	December 10, 2020	0.75%	Paid
	USD	32,200,000	February 12, 2021	0.69%	Paid
	USD	50,000,000	March 10, 2021	0.695%	Paid
	USD	60,000,000	December 28, 2022	4.00%	Paid
	USD	94,000,000	December 29, 2022	4.00%	Paid
	USD	40,000,000	October 07, 2024	6.07%	Paid
	USD	35,000,000	October 07, 2024	6.05%	Paid
	USD	50,000,000	November 21, 2025	4.92%	Not yet Paid

Information on Public Accountants, Public Accounting Firms, and Networks/ Associations/Alliances [ACGS C.6.1, C.6.2]

KAP Name	KAP Rintis, Jumadi, Rianto & Partner (member firm of the PricewaterhouseCoopers)
AP Name	Jimmy Pangestu S.E., CPA
KAP Adress	WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – INDONESIA Tel. : (62-21) 50992901/31192901 Fax. : (62-21) 52905555/52905050 *Website* : www.pwc.com/id
KAP Assignment Period	5 (Five) Years
AP Assignment Period	5 (Five) Years
Audit Services	Consolidated Financial Report (including Subsidiaries and Overseas Offices), PUMK Report, and DPLK Report
Non-Audit Services	Agreed Upon Procedures (AUP) of Custodian Services, PSA 62, BOD KPI, Aggregation Performance Report for BUMN and Other Non Assurance Services.
Audit Fee	Rp34,643,991,599
Non-Audit Fee	Rp16,942,658,401

REWARDS FOR AUDIT AND OTHER SERVICES PROVIDED BY KAP RINTIS, JUMADI, RIANTO & REKAN AND MEMBER FIRM OF THE PRICEWATERHOUSECOOPERS NETWORK [ACGS C.6.1]

During 2025, the rewards for audit and other services provided by KAP Rintis, Jumadi, Rianto & Rekan (a member firm of the PricewaterhouseCoopers network) are as follows:

No	Type Assignment	Amount (Rp) including VAT & OPE
BNI CONSOLIDATED FINANCIAL STATEMENT AUDIT SERVICES		
1.	Audit of report finance consolidated PT Bank Negara Indonesia (Persero) Tbk	16,130,490,183
SUBTOTAL OF BNI CONSOLIDATED FINANCIAL STATEMENT AUDIT SERVICES		**16,130,490,183**
AUDIT SERVICES FOR SUBSIDIARIES AND OTHER ENTITIES		
1.	Audit of Report Finance of PT BNI Life Insurance ("BNI Life")	3,051,890,037
2.	Audit of Report Finance Consolidation of PT BNI Sekuritas	598,394,187
3.	Audit of Report PT BNI Asset Management Finance (including therein) is the Agreed Upon Proce-dures (“AUP”) MKBD)	385,625,572
4.	Audit of Report Interim Financial Statements of PT BNI Asset Management dated October 31, 2025 and For Period Ten Month Last On Date The	380,000,000
5.	Audit of Report PT BNI Multifinance Finance	501,057,543
6.	Audit of Report Finance of PT Bank Hibank Indonesia	1,515,041,743
7.	Audit of Report PT BNI Modal Ventura	457,291,437
8.	Audit of Report BNI Remittance Limited Finance	533,416,650
9.	Audit of the Micro and Small Business Funding Program ("PUMK")	364,769,432
10.	Audit of report Financial and portfolio of Financial Institution Pension Funds (“DPLK”)	199,050,225
SUBTOTAL AUDIT SERVICES FOR SUBSIDIARIES AND OTHER ENTITIES		**7,986,536,826**

No	Type Assignment	Amount (Rp) including VAT & OPE
OVERSEAS OFFICE AUDIT SERVICES		
1.	Group reporting on The Hong Kong Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Hong Kong")	1,010,353,890
2.	Group reporting on The Tokyo Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Tokyo")	2,345,774,200
3.	Audit of report Financial and group reporting of The Seoul Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Seoul")	1,009,536,500
4.	Audit of report Financial and group reporting of The Singapore Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Singapore")	4,619,550,000
5.	Group reporting on The London Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI London")	515,000,000
6.	Group reporting on The New York Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI New York")	1,026,750,000
SUBTOTAL OF OVERSEAS OFFICE AUDIT SERVICES		**10,526,964,590**
TOTAL AUDIT SERVICE FEE		**34,643,991,599**
SERVICES AGREED UPON PROCEDURES ("AUP")		
1.	Review and validation report finance consolidated statement of PT Bank Negara Indonesia (Persero) Tbk (newspaper format , according to with OJK format)	57,189,578
2.	Internal Control Report (Management Letter)	111,774,261
3.	Implementation agreed procedures together ("AUP") in connection with Work Unit Activities Custo-dian	193,600,239
4.	Implementation agreed procedures together ("AUP") in connection with Evaluation Results Report Performance	193,600,239
5.	Implementation agreed procedures together ("AUP") in connection with PSA 62 (Report on Com-pliance to Regulation Legislation and Internal Control)	352,497,988
6.	Implementation agreed procedures together in connection Contract Management and Contracts Management Annual State-Owned Enterprise Board of Directors	534,719,935
7.	Implementation agreed procedures together ("AUP") in connection with Report Realization Perfor-mance For Long-Term Incentives ("LTI") Performance Target requirements for the Board of Directors and Board of Commissioners	80,414,245
8.	Implementation agreed procedures together ("AUP") in connection Report Finance State-Owned Enterprise Aggregation	562,211,916
SUBTOTAL AGREED UPON PROCEDURES ("AUP")		**2,086,008,401**
OTHER BONDS SERVICES		
1.	Limited Review Information Consolidated Interim Financials Banking and Entity Services Child For Period October 31 , 2025 and For Period Ten Month Last On date The .	10,800,000,000
2.	BNI Sustainability Bonds for 2025	4,000,000,000
3.	Non-Audit Assurance Engagement ("NAAE") above Working Capital Report Clean Adjusted (MKBD) PT BNI Sekuritas	56,650,000
OTHER AGREEMENT SERVICES SUBTOTAL		**14,856,650,000**
TOTAL NON-AUDIT SERVICE FEE		**16,942,658,401**
TOTAL AUDIT AND NON-AUDIT SERVICE FEE		**51,586,650,000**

The total expenses incurred by BNI for non-audit services were recorded as lower than the expenses for audit services in 2025. [ACGS C.6.2]

AUDIT RESULTS

The results of the examination conducted by the external auditor are presented in the form of an Audit Opinion on the Consolidated Financial Statements. The Consolidated Financial Statements of PT Bank Negara Indonesia (Persero) Tbk and its Subsidiaries have been audited by KAP Rintis, Jumadi, Rianto & Rekan (a member firm of the PricewaterhouseCoopers network) with the engagement partner being Jimmy Pangestu, S.E., CPA, independent auditor, based on the Audit Standards established by the Indonesian Institute of Public Accountants, with an unmodified opinion, as stated in their report dated February 02, 2026.

Capital Market Supporting Institutions and/or Professionals

Stock Trading and Listing	**PT Bursa Efek Indonesia** Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel. : (62-21) 5150515 Fax. : (62-21) 5154153 Website : www.idx.co.id E-mail : listing@idx.co.id
	Singapore Exchange Regulation Pte. Ltd. 11 North BuonaVista Drive, #06-07 The Metropolis Tower 2, Singapore Tel. : +65 6236 8888 Website : sgx.com E-mail : asksgx@sgx.com
Legal Consultant	**Hiswara Bunjamin & Tandjung** 18th floor, Tower I Sudirman 7.8 Jl. Jend. Sudirman Kav. 7-8, Jakarta 10220 Tel. : 021 – 3973 8000 Fax. : 021-3973 6110 E-mail : hbtlaw@hsfkramer.com Website : www.hbtlaw.com
	Hadiputranto, Hadinoto & Partners Pacific Century Place, Lv 35 SCBD Lot 10, Jl. Jend. Sudirman Kav 52-53 Jakarta 12190, Indonesia Tel. : 021 – 2960 8888 Fax. : 021 – 2960 8999 Website : www.hhp.co.id
	Hanafiah Ponggawa & Partners Wisma 46 – Kota BNI, 32nd & 41st Floor Main Reception, Jl. Jend. Sudirman Kav.1, Jakarta, 10220, Indonesia Tel. : +62 21 5701837 Fax. : +62 21 5701835 Website : https://dentons.hprplawyers.com
	UMBRA - Strategic Legal Solutions Telkom Landmark Tower 49th Floor - The Telkom Hub. Jl. Gatot Subroto Kav. 52, Jakarta 12710 - Indonesia Tel. : + 62 21 5082 0999 Website : www.umbra.law
	Assegaf Hamzah & Partners Capital Place, Level 36 & 37 Jalan Jenderal Gatot Subroto Kav. 18, Jakarta 12710 Tel: +62 21 2555 7800 Fax: +62 21 2555 7899 E-mail : info@ahp.id Website : www.ahp.id
Securities Administration Bureau	**PT Datindo Entrycom** Jl. Hayam Wuruk No. 28, Jakarta 10120 Tel. : (62-21) 3508077 Website : www.datindo.com E-mail : corporatesecretary@datindo.com
Securities Rating Agency	**Standard & Poor's** 12 Marina Boulevard Marina Bay Financial Centre Tower 3, Level 23 Singapore 018982 Tel. : (65) 6239 6335 Website : www.spglobal.com
	Moody's Investors Service Singapore Pte. Ltd 71 Robinson Road #05-01, Singapore 068895 Tel. : (+65) 6398 8316 Website : www.moodys.com
	PT Fitch Ratings Indonesia DBS Bank Tower, 24th Floor Suite 2403 Jl. Prof. Dr. Satrio Kav 3-5 Jakarta 12940 Tel. : (62-21) 2988 6800 Fax. : (62-21) 2988 6822 Website : www.fitchratings.com
	PT Pemeringkat Efek Indonesia (Pefindo) Equity Tower 30th Floor SCBD Lot 9 Jl. Jenderal Sudirman Kav.52-53 Jakarta 12190 Tel. : (62-21) 509 684 69 Fax. : (62-21) 509 684 68 Website : www.pefindo.com

Custodian	**PT Kustodian Sentral Efek Indonesia** Gedung Bursa Efek Indonesia, Tower II, 3rd Floor Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel. : (62-21) 515 2855 Fax. : (62-21) 5299 1199 Website : www.ksei.co.id E-mail : helpdesk@ksei.co.id
Trustee	**PT Bank Mandiri (Persero) Tbk.** Plaza Mandiri 1 Jl. Jend. Sudirman Kav. 54-55, Jakarta 12190 Tel. : (62-21) 526 5045; 526 5095 Fax. : (62-21) 527 4477; 527 5577 Fax. : (62-21) 5752444
	The Hongkong and Shanghai Banking Corporation Limited Issuer Services, L24 HSBC Main Building, No.1 Queen's Road Central, Hong Kong Web : www.hsbc.com.hk
	PT Rakyat Indonesia (Persero) Tbk. Gedung BRI Jl. Jend. Sudirman Kav. 44-46, Jakarta 10210 Tel. : (62-21) 575 2019 Fax. : (62-21) 575 2010
Notary	**Titik Krisna Murti Wikaningsih Hastuti, S.H., M.Kn** Notaris & PPAT Kota Administrasi Jakarta Selatan Jl. Suryo No. 54, Kebayoran Baru Jakarta 12180 Tel. : (021) 2923 6060 Fax. : (021) 2923 6070 E-mail : notaris.titikrisna@gmail.com
Tax Consultant	**PB Taxand** Menara Imperium 27th Floor Jl. H.R. Rasuna Said Kav.1 Jakarta 12980 Tel. : (021) 835 6363 Fax. : (021) 8379 3939 Website : www.pbtaxand.com
Bond Allotment KAP	**Doli, Bambang, Sulistiyanto, Dadang & Ali Registered Public Accountants** Menara Kuningan 11th floor Jl. H.R. Rasuna Said Blok X-7 Kav.5 Jakarta 12940 Tel. : (021) 5790 3548 Fax. : (021) 5790 3548
Environmental Expert Consultant	**Sustainalytics US Inc.** Four World Trade Center, Floor 48, 150 Greenwich Street New York, 10007 United States Tel. : (+65) 6329 7596 (APAC) Website : www.sustainalytics.com
Arranger	**The Hongkong and Shanghai Banking Corporation Limited** HSBC Main Building, 1 Queen's Road Central, Hong Kong Tel. : (+852) 2748 8288 Website : www.hsbc.com.hk
	Citigroup Global Markets Limited Citigroup Centre, Canada Square Canary Wharf London E14 5LB United Kingdom Tel. : (020) 7986 4000 Website : www.citigroup.com
	PT. BNI Sekuritas Sudirman Plaza, Indofood Tower 16th Floor Jl. Jend. Sudirman Lantai 16, Kav 76-78 Jakarta 12910, Indonesia Tel. : (021) 2554 3946 Fax. : (021) 5793 5831 Website : www.bnisekuritas.co.id
	J.P. MORGAN SECURITIES PLC 88 Market Street, 26th Floor, CapitaSpring, Singapore 048948 Tel. : +65 6882 2913 M : +65 8518 7697
	UBS Investment Bank Sequis Tower Level 22 unit 22-1, Jl. Jend Sudirman Kav.71 SCBD Lot 11B, Jakarta 12190 Tel. : +622125547000
	BNI Securities Pte. Ltd BNI Tower 30 Raffles Place #26-01 Singapore 048622 Website : https://bnisecurities.com.sg E-mail : corporate.secretary@bnisecurities.com.sg

Information Accessible on the BNI Website [ACGS B.5.1, C.7.2]



The BNI website contains the following information:

HOME PAGE	INDIVIDUAL	MSME	CORPORATE
News, promos and events as well as base rates for loans.	Contains information about deposits, debit card loans, pension deposits, bancassurance, and product simulations. Information in the Personal menu is specifically for individual customers.	Contains information about MSME banking derivative products such as XPORA.	Information on business, international and treasury banking. The information in the Business menu provides solutions for company / corporate customers.

WEALTH	E-BANKING	INVESTOR
Information on BNI's products, services, promos and privileges for BNI's priority customers, namely BNI Emerald.	Contains information on Financial Statements, Annual Reports, Sustainability Reports, and other reports, activities and presentations, stock and bond information, as well as investor news.	Contains information on BNI ATMs, BNI Agen46, BNI EDC, BNI SMS Banking, BNI Mobile Banking, Mobile Services, BNI Debit Online, and BNI Internet Banking.

BNI has an official website established to fulfill BNI's commitment to the implementation of Law Number 8 of 1995 concerning the Capital Market, as well as to enhance the implementation of Good Corporate Governance, particularly for shareholders, customers, the public, the government, and other stakeholders. BNI's official website, www.bni.co.id, is developed in compliance with OJK Regulation No. 8/POJK.04/2015 concerning the Websites of Issuers or Public Companies. The BNI website is accessible to the general public in both Indonesian and English. Detailed information regarding BNI's official website is as follows:

1. Information on the BNI website is updated regularly with current and up-to-date information.
2. General information about BNI disclosed on the BNI website includes:
   a. Name, address, and contact details of the head office and/or representative office of the Issuer or Public Company; including telephone number, fax number, and email address; [ACGS C.10.1]
   b. Brief history of the Issuer or Public Company;
   c. Organizational structure of the Issuer or Public Company;
   d. Company awards;
   e. Ownership structure of the Issuer or public company, including:
      - Description of the names of shareholders and their percentage of ownership at the end of each month;
      - Information regarding the main and controlling shareholders of the Issuer or Public Company, both directly and indirectly, down to individual owners presented in the form of a scheme or diagram; and
      - Name of subsidiary, associate company, joint venture company where the Issuer or Public Company has joint control of the entity, along with the percentage of share ownership, business field, and operating status of the company.
   f. Profile of the Board of Directors, Board of Commissioners, Committee, and Corporate Secretary, including:
      - Photo;
      - Name;
      - Job history, including concurrent positions;
      - Educational history;
      - Affiliation of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors and/or members of the Board of Commissioners and shareholders.
   g. Name and address
      - Public Accountant who audited the financial statements of the Issuer or Public Company in the current year;
      - Credit Rating Agency;
      - Trustee; and
      - Securities Administration Bureau.
   h. Articles of Association Document [ACGS C.9.6]
3. Information for Investors disclosed on the BNI website includes:
   a. Public Offering Prospectus;
   b. Annual report, for the last 5 (five) fiscal years; and [ACGS C.9.3]
   c. Financial Information, which includes:
      - Annual financial report, for the last 5 (five) fiscal years; [ACGS C.9.1]
      - Quarterly financial report, for the last 5 (five) fiscal years;
      - Monthly financial report, for the last 5 (five) fiscal years;
      - Semi-annual financial report for the last 5 (five) fiscal years
      - Annual sustainability report for the last 5 (five) fiscal years;
      - Annual pension fund report for the last 5 (five) fiscal years;
      - Annual report of the environmental partnership program for the last 5 (five) years;
      - Corporate presentation in the form of presentation files, audio and video for the last 5 (five) years; and
      - Summary of important financial data, in comparative form for the last 5 (five) fiscal years; including:
        - Revenue;
        - Gross profit;
        - Income (loss);
        - Total income (loss) attributable to owners of the parent entity and non-controlling interests;
        - Total comprehensive income (loss);
        - Profit (loss) per share;
        - Total assets;
        - Total liabilities;
        - Total equity;
        - Ratio of income (loss) to total assets;
        - Ratio of income (loss) to equity;
        - Ratio of income (loss) to revenue;
        - Current ratio;
        - Ratio of liabilities to equity; and
        - Ratio of liabilities to total assets; and
        - Other financial information and ratios relevant to the Bank and its industry type.
   d. GMS information, including: [ACGS C.9.4, C.9.5]
      - Announcement and Summons;
      - Agenda discussed in the GMS;
      - Summary of GMS Minutes.
   e. Stock information, including:
      - Number of outstanding shares;
      - Bonus shares;
      - Chronology of stock listing;
      - Stock price.
   f. Bond and/or sukuk information, at least including:
      - Value of outstanding bonds/or sukuk;
      - Bond and/or sukuk rating results;
      - Maturity date; and
      - Bond interest rate and/or sukuk yield.

g. Dividend information.
h. Information for investors, public media, and/or analysts. [ACGS C.9.2]
i. Information regarding corporate actions undertaken by the Issuer or Public Company, as well as actions initiated by other parties involving the Issuer or Public Company., including:
   - Affiliated Transactions and Conflicts of Interest in Certain Transactions;
   - Distribution of Bonus Shares;
   - Share buybacks conducted by the Issuer or Public Company in response to market conditions with potential for a crisis, and
   - Share ownership programs by members of the Board of Directors, members of the Board of Commissioners, and employees of the Issuer or Public Company or other controlled parties; and
j. Material Information or Facts other than those disclosed in the Financial Services Authority Regulation.

4. Corporate Governance Information disclosed on the BNI website includes:
   a. Work guidelines for the Board of Directors, Board of Commissioners, Integrated Governance, and Internal Audit;
   b. Appointment, dismissal, and/or vacancy of the Corporate Secretary, including the temporary Corporate Secretary, and supporting information;
   c. Internal Audit Unit Charter;
   d. Code of Ethics;
   e. Committee work guidelines;
   f. Company Articles of Association;
   g. Whistleblowing System (WBS) reporting;
   h. Appointment and dismissal of Audit Committee members;
   i. Risk management policy;
   j. Policy on reporting system mechanism;
   k. Anti-corruption policy;
   l. Policy related to supplier selection and creditor rights;
   m. Policy on improving vendor capabilities;
   n. Integrated governance and governance report.
5. Corporate Social Responsibility information disclosed on the BNI website includes:
   a. Corporate social responsibility (CSR) information through BNI Berbagi has included policies, types of programs, and costs incurred by Issuers or Public Companies in the sustainability report.
   b. Information on the implementation of Environmental, Social, and Governance (ESG) disclosed on the BNI website includes: BNI's achievements in the ESG field, types of activities, and BNI's ESG profile video.
   c. Policies, types of programs, and costs as referred to in letter a related to the following aspects:
      i) Environment;
      ii) Employment practices, health, and safety;
      iii) Social and community development; and
      iv) Product and/or service responsibility, accompanied by supporting information.
6. Information on the Prime Lending Rate and Loan Interest Rates
7. Wealth Management Services Information, including:
   a. BNI Private
   b. BNI Emerald
   c. Products
   d. Benefits
8. Corporate Solutions Information, including:
   a. Corporate Banking
   b. International Banking
   c. Treasury
d. Wholesale Solutions
9. Consumer Protection Information, including:
   a. Customer Protection
   b. Product and Service Information Summary (RIPLAY)
10. Information on Current Exchange Rates
11. Information on BNI Press Releases
12. Information on BNI Procurement News, Announcements, and Tips & Education

E-Banking	BNI
Contains information on BNI ATM, BNI SMS Banking, BNI Agen46, BNI Mobile Banking, BNI SMS Notification, TapCash, BNI Debit Online, QRIS, BNI EDC, BNI DigiCS, BNI iPay, BNI SmartPay, BNI SPRINT, and wondr by BNI.	Contains information on the Head Office location, Corporate Secretary, BNI 24/7 Call Services, and Service & Complaint Handling Procedures.
BNI Location Finder	**BNI Global Network**
Contains information on the locations of BNI ATMs, BNI Agen46, BNI Branch Offices, BNI DigiCS, and BNI SPRINT	Contains information on the locations of BNI Overseas Branch Offices.
PPID BNI	
Contains information on online service facilities for public information applicants as part of the implementation of public information disclosure at PT Bank Negara Indonesia (Persero) Tbk.	

Awards and Certifications

International Awards



18th Annual Transaction Banking Awards 2024
Best Online Trade Facilitation Solution in Indonesia 2024

February 2025
Alpha Southeast Asia



18th Annual Transaction Banking Awards 2024
Best Cross Border Payment Solution in Indonesia 2024

February 2025
Alpha Southeast Asia



The Alliance For Green Commercial Banks
Manifesto For Excellence In Green Commercial Banking

March 2025
International Finance Corporation (IFC) World Bank Group



Mastercard Forum 2025
Best Travel Credit Card Proposition for Mass Market-BNI Titanium Credit Card

April 29, 2025
PT. Mastercard Indonesia



Digital Banker – Digital CX Awards 2025
Best Technology Implementation for Digital CX - Indonesia - Winner

April 2025
The Digital Banker



Digital Banker – Digital CX Awards 2025
Outstanding Digital CX –Trade Finance Initiative - Digital CX Awards 2025 - Indonesia - Winner

April 2025
The Digital Banker



Digital Banker – Digital CX Awards 2025
Best Wholesale/Transaction Bank for Digital CX - Indonesia - Highly Acclaimed

April 2025
The Digital Banker



iF Design Award 2025
wondr by BNI dinobatkan sebagai salah satu desain terbaik untuk kategori Apps/Software

April 2025
iF Design Foundation



ASEAN Fintech Awards 2025
Best CIO of the Year

May 2025
ASEAN Fintech Forum



18th Alpha Southeast Asia Awards 2025
Best Corporate Treasury Sales and Structuring Team

May 12, 2025
Alpha Southeast Asia



18th Alpha Southeast Asia Awards 2025
Best FX Bank for Retail Clients

May 12, 2025
Alpha Southeast Asia



Global Council of Corporate Universities (GCCU) Awards 2025
Best Corporate University – Gold Awards Branding & Durability

May 12, 2025
Global Council of Corporate Universities (GCCU)



The Asset - Triple A Awards 2025
Category Service Provider:
The Best Specialist Public Sector

May 2025
The Asset - Triple A



The Asset - Triple A Awards 2025
Editor's Triple Star

May 2025
The Asset – Triple A



The Asset - Triple A Awards 2025
Innovation Leader of the Year

May 2025
The Asset – Triple A



Alpha Southeast Asia Awards 2025
Best Trade Finance Bank
in Indonesia

May 2025
Alpha Southeast Asia



Asian Banking & Finance Corporate & Investment Banking Award 2025
Project Infrastructure Finance Deal of the Year - Indonesia

July 2025
Asian Banking & Finance



Asian Banking & Finance Corporate & Investment Banking Award 2025
Green Deal of Year - Indonesia

July 2025
Asian Banking & Finance



Gov-Media Awards 2025
Indonesia Digital Transformation of the Year – Finance for Govtech Projects – Supporting Government Digitalization Initiatives

July 2025
Gov-Media



Indonesia Public Sector Initiative of the Year
Indonesia Public Sector Initiative of the Year – Finance award for BNI Smart Ecosystem

July 2025
Gov-Media



Asian Banking & Finance Wholesale Banking Awards 2025
Indonesia Domestic Health & Wellness Bank of the Year

July, 2025
Asian Banking & Finance



Global BankTech Awards 2025
Best API/Open Banking Platform Provider for SME Banking

August 2025
The Digital Banker



Global BankTech Awards 2025
Outstanding SME Cash Management Solution by a Vendor

August 2025
The Digital Banker



Global BankTech Awards 2025
Outstanding SME Payments Solution by a Bank

August 2025
The Digital Banker



Global BankTech Awards 2025
Best API/Open Banking Platform Provider for Transaction Banking

August 2025
The Digital Banker



Global BankTech Awards 2025
Outstanding Payments and Collection Service Provider

August 2025
The Digital Banker



Global Retail Banking Innovation Awards 2025
Best API Initiative

August 2025
The Digital Banker



Global Retail Banking Innovation Awards 2025
Best SME Banking Platform

August 2025
The Digital Banker



FX Awards Indonesia
Most Active Fxall Bank (Taker) 2024 - Winner

September 15, 2025
LSEG FX



FX Awards Indonesia
Best State Bank - First Runner Up

September 15, 2025
LSEG FX



11th Asia Sustainability Reporting Awards (ASRA) 2025
Asia's Best Sustainability Report (Public Sector) Category - Silver

October 24, 2025
Asia Sustainability Reporting Awards



International Customer Experience Awards (ICXA) 2025
Gold Award, Best Learning & Development - International Customer Experience Awards (ICXA) 2025

November 13, 2025
ICXA



International Customer Experience Awards (ICXA) 2025
Best Use of Technology - Over 5.000 Employees – Silver Award Winner

November 2025
ICXA



Contact Centre Asia Pacific Award 2025
Contact Center Operations - Platinum

November 2025
CC-APAC



Investor and Financial Education Award (Corporate)
Bronze Award

March 2025
Investor and Financial Education



Financial Insight Innovation Awards
Leader in Customer Engagement

July 2025
IDC Asia/Pacific



Extel
Honored Company in Asia (ex-Japan) for Executive Team:
- Board of Directors
- Investor Relations

September 2025
Extel



HR Asia Best Companies to Work for in Asia Awards
Best Companies to Work for in Asia

June 2025
HR Asia



HCM Excellence Awards
Best Corporate Culture Transformation - Bronze

2025
Brandon Hall Group



HCM Excellence Awards
Best Benefits Wellness and Well Being Program - Gold

2025
Brandon Hall Group



500 Best Companies in Asia Pacific 2025

2025
TIME - Statista

Other International Awards

Awards	Month and Year	Organizer
BNI Named One of TIME's 500 Best Companies in Asia Pacific	February 2025	Time
Investor and Financial Education Award 2024 Bronze Award as the bank with the best literacy program for Indonesian domestic workers in Hong Kong	March 2025	IFEC Hong Kong
Mastercard Forum 2025 Excellence in Consumer Payment Awards for Wondr BNI Debit and Credit	April 2025	PT Mastercard Indonesia
Mastercard Forum 2025 Best New Affluent Debit Card for World Elite Debit	April 2025	PT Mastercard Indonesia
Mastercard Forum 2025 Outstanding E-commerce Acquirer	April 2025	PT Mastercard Indonesia
Euromoney Awards for Excellence 2025 Best Digital Bank for SMEs 2025	May 2025	Euromoney
Euromoney Awards for Excellence 2025 Indonesia's Best Investment Bank for Equity Capital Market (ECM) 2025 (BNI Sekuritas)	May 2025	Euromoney
BNI Enters Forbes Global 2000 List for 2025, Proof of Positive Performance Recognized Worldwide	June 2025	Forbes

National Awards



The series of events for the signing of the State Treasury Management Cooperation Agreement, held at the A.A. Maramis Building, Jakarta
Best Operational Bank of 2024 in the State-Owned Bank category

January 2025
Directorate General of Treasury (DJPb), Indonesian Ministry of Finance (Kemenkeu)



The 10th WOW BRAND 2025: Experiential & Emotional Branding
DPLK BNI received an award from the Brands For Good (BFG) Club

February 28, 2025
MarkPlus, Inc. & Marketers



The Most Active Price Taker Trader (a.n Hari Juangga Siregar)

February 28, 2025
SPPA-IDX



JCB Indonesia Award 2025
Best Issuing Total Sales Volume in Indonesia 2024 dan Outstanding Usage Program with Prominent Merchants in Indonesia 2024

February 11, 2025
JCB International Indonesia



JCB Indonesia Award 2025
Outstanding Usage Program with Prominent Merchants in Indonesia 2024

February 11, 2025
JCB International Indonesia



Bronze Award for Asia's Best Sustainability Report

March 7, 2025
Asia Sustainability Reporting Award (ASRA)



Indonesia Top Financial Woman Leaders 2025
BNI Director of Consumer Banking Wins Top Financial Woman Leaders 2025 Award

April 2025
HerStory



Markplus Institute Dream Workplace for Learning - 2025

May 23, 2025
Markplus Institute



Gold Award Cost Effective Implementation
- at Indonesia Operations Banking Summit.
Streamline Settlement Process for Data Entry by SIAPP

May 28, 2025
Forum Komunikasi Direktur Operasional Perbankan (FKDOP)



Gold Award Cost Effective Implementation
- at Indonesia Operations Banking Summit.
Automation Instruction Credit by ASIC

May 28, 2025
Forum Komunikasi Direktur Operasional Perbankan (FKDOP)



Repo Transaction Pilot Service User
Implementation of Repurchase Agreement Transactions (Repo Transactions) in the Alternative Market Management System

June 13, 2025
IDX



Fastest Contribution Payment

June 17, 2025
BPJS Health



22nd Indonesia Best Bank in Service Excellence 2025
The Best Call Center from the Bank Service Excellence Award 2025

June 24, 2025
Bank Info



22nd Indonesia Best Bank in Service Excellence 2025
The Best Phone Banking from the Bank Service Excellence Award 2025

June 24, 2025
Bank Info



22nd Indonesia Best Bank in Service Excellence 2025
The Best Social Media from the Bank Service Excellence Award 2025

June 24, 2025
Bank Info



22nd Indonesia Best Bank in Service Excellence 2025
The 2nd Best Email from Bank Service Excellence

June 24, 2025
Bank Info



Indonesia Excellence Good Corporate Governance Awards 2025
Indonesia Excellence Good Corporate Governance Ethics in Building Transparent, Accountable, and Secure Banking Ecosystem

June 2025
WartaEkonomi.co.id Research and Consulting



22nd Banking Service Excellence Awards (BSEA) 2025
Platinum Champion
The Best Conventional Bank in Excellence E-Banking for 10 Consecutive Years (2015-2024)

June 2025
Infobank Media Group



22nd Banking Service Excellence Awards (BSEA) 2025
Golden Champion
The Best Conventional Bank in Excellence Digital Channel for 5 Consecutive Years (2021-2025)

June 2025
Infobank Media Group



Infobank 22nd Banking Service Excellence Awards (BSEA) 2025
The Best Conventional Bank in Service Excellence 2025 – Contact Center
for 3 Consecutive Years (2023-2025)

June 2025
Infobank Media Group



20 Top Companies to Watch in 2025

June 2025
Bloomberg Technoz Intelligence



BRAVO 500 Summit Awards 2025
Excellence in Financial Inclusion through Technology

July 2025
XLSmart



Market Digitalization Competition
Market Digitalization Competition Award for
Best Financial Digitalization in the 2025 Market Digitalization Competition, "Banking Digitalization" Category

August 21, 2025
Bank Indonesia (BI), Financial Services Authority (OJK), and Perumda Pasar Jaya



ESG NOW
Kategori Governance Sustainability Reporting Anugerah ESG Republika 2024

September 19, 2025
Republika



Indonesian Contact Center Awards (ICCA) 2025
Platinum Medal - The Best Contact Center Operations

September 2025
Indonesia Contact Center Association



Indonesian Contact Center Awards (ICCA) 2025
Gold Medal - The Best Customer Experience

September 2025
Indonesia Contact Center Association



Indonesian Contact Center Awards (ICCA) 2025
Gold Medal - The Best Digital Innovation

September 2025
Indonesia Contact Center Association



Indonesian Contact Center Awards (ICCA) 2025
Gold Medal - The Best People Development

September 2025
Indonesia Contact Center Association



Indonesian Contact Center Awards (ICCA) 2025
Gold Medal - The Best Sales Contribution

September 2025
Indonesia Contact Center Association



Indonesia Corporate Communication & Sustainability Summit 2025
2nd Place - Social Media Campaign ICCS Summit 2025

October 1, 2025
ICCS Summit



Indonesia Climate Finance Dialogue Financing Impact at Scale:
Unlocking Private Investment for Climate Solutions in Indonesia

September 2025
Ministry of Finance



The 16th IICD Corporate Governance Conference & Award 2025
Top 50 Big Capitalization Public Listed Company

September 2025
Indonesian Institute for Corporate Directorship (IICD)



The Digital Banker – Global Bank Tech Award 2025
Best API/Open Banking Platform Provider for SME Banking

October 2025
The Digital Banker



ESG Awards 2025
BNI Sabet Platinum Star Award

October 2025
Investor Trust



CNN Indonesia Awards 2025
Outstanding Contribution to Empowering MSMEs and Expanding Inclusive Village Finance, in recognition of its commitment to strengthening sustainable finance and promoting a green economy in Indonesia

October 2025
CNN Indonesia TV/Transmedia



Marketeers Editor's Choice Award (MECA) 2025
SME Development Program of the Year

October 2025
Marketeers Editor's Choice Award (MECA)



IDX Channel Anugerah Inovasi Indonesia 2025
Best Category for its success in developing sustainable financial innovation through the development of a Sustainability Bond Framework as the basis for the issuance of the 2025 Sustainability Bond

October 10, 2025
IDX Channel



Satya JKN Awards 2025
National Best Appreciation for Business Entity Compliance in the JKN Program 2025

October 14, 2025
BPJS Health



High Commitment and Real Contribution to the Success of the Foster Parents Movement to Prevent Stunting (GENTING)

October 15, 2025
Ministry of Population and Family Development/BKKBN



Mandaya Awards 2025
Dedication and Contribution Award

October 16, 2025
Coordinating Ministry for Community Empowerment



BNI Mortgage as Steady Growth in Mortgage Business
12 Properti Indonesia Award 2025

October 23, 2025
Properti Indonesia



IMPACT EXCELLENCE AWARDS Category

October 2025
Investortrust.id



Award to Bank Negara Indonesia for Partner Performance

November 13, 2025
TASPEN



Dharma Wanita Persatuan
Training and Capacity Development

November 19, 2025
Ministry of Health



Award for the Leading Distributing Bank in the Distribution Category with a High Occupancy Rate (Above 94%) and the Highest Number of Occupied Houses

November 25, 2025
BP TAPERA



BI Awards 2025
Best Rupiah Monetary Management Partner Bank

November 28, 2025
Bank Indonesia



BI Awards 2025
Bank KBMI 3 and 4 as People's Economic Drivers

November 28, 2025
Bank Indonesia



Anugerah Bakti Nusantara (ABN) 2025
Economic Driver Category, particularly through contributions to providing excellent service and financial inclusion

November 2025
Nusantaratv.com



Anugerah Penggerak Nusantara 2025
Driver of Digital Transformation thanks to BNI's development of the wondr digital ecosystem

November 2025
iNews Media Group



Good Corporate Governance Awards 2025
Awarding of the CGPI 2024 Indonesia The Most Trusted Companies Award as a Highly Trusted Company

November 2025
SWA Magazine in collaboration with Indonesia Independen Cipta Governansi (IICG)



ESG Appreciation 2025
Environment & Sustainability, BNI's consistency in implementing Environmental, Social, and Governance (ESG) principles across all business lines

November 2025
B-Universe



Indonesia ESG Leadership Awards 2025
Leadership AA – Excellence Leader in ESG Transparency

November 2025
Bumi Global Karbon (BGK) Foundation



Women in SDG's Action 2025
SDG's No Poverty category, for its contribution to expanding digital financial access and empowering low-income communities

November 2025
Bisnis Indonesia



CNBC Indonesia Awards 2025
Brand Reputation & Strategic Communication Award

December 2025
CNBC Indonesia



BNI Receives Award for Public Information Disclosure Category Informative

December 2025
Public Information Disclosure



BNI Wins Second Place in Group 1 Best Auction Seller Category at the Mutual Funds Awards

December 2025
Directorate General of State Assets



BNI Wins Award at the 2025 Dikstisaintek Event

December 2025
Ministry of Education and Culture



CNBC Indonesia Awards 2025
Exclusive in Monetary Policy Support

December 2025
CNBC Indonesia



Annual Report Awards 2025
Company with the Highest Desk Evaluation Improvement

December 15, 2025
National Committee on Governance Policy (KNKG)



Annual Report Awards 2025
State-Owned Enterprises Going Public
5T Cluster

December 8, 2025
Komite Nasional Kebijakan Governance (KNKG)



Bank Indonesia Appreciation Certificate
Banks Contributing to the Jakarta Interbank Offered Rate (JIBOR) and their Role in Supporting Transparency of the Rupiah Benchmark Interest Rate

December 5, 2025
Bank Indonesia



Editors' Choice Award 2025
Best Literacy For Climate Resilience

December 5, 2025
Investing On Climate



Diktisaintek Award 2025
Most Strategic Partner for Digital Campus Financial Ecosystem

December 19, 2025
Ministry of Higher Education, Science, and Technology



Global Banking and Corporate Finance Growth
Category: "Stock Exchange and Finance: Banking"

December 2025
Bisnis Indonesia



TOP CEO INDONESIA AWARDS 2025
Putrama Wahju Setyawan - The Guardian of BNI Institutional Resilience

December 2025
IDN - MetroTV



DISWAY Awards 2025 Indonesian Popular Brand Award
Category I: General Banking Financial Services

December 2025
DISWAY, Infovesta



DISWAY Awards 2025 Indonesian Popular Brand Award
Winner in the State-Owned Enterprise Financial Services Category

December 2025
DISWAY, Infovesta



2025 Inspirational Entrepreneur Appreciation
2025 HUB Entrepreneur Collaborator Category

December 2025
Ministry of Micro, Small and Medium



Investor Daily ESG Appreciation Night
Appreciated Circular Economy ESG Report

2025
Investor Daily Indonesia



Investor Daily ESG Appreciation Night
Appreciated Diversity Inclusivity ESG Report

2025
Investor Daily Indonesia



Investor Daily ESG Appreciation Night
Most Appreciated ESG Report

2025
Investor Daily Indonesia



ESG Index Awards 2025

Finance Bank Sector Governance Winner

2025
Katadata Insight Center



Best Employer Awards 2025
Top 5 Engagement Excellent Award

2025
Telkom University



Prima Awards 2025
Diamond Award
Best Issuing Bank ATM

2025
Infobank



Prima Awards 2025
Diamond Award
Best Acquiring Bank All Features

2025
Infobank



Prima Awards 2025
Diamond Award
Best Acquiring Bank ATM

2025
Infobank

Other National Awards

Awards	Month and Year	Organizer
The Most Engage Dealer (Total Transaction Frequency)	February 2025	SPPA-IDX
PUBLIC RELATIONS INDONESIA AWARDS (PRIA) 2025 Most Popular on Online Media and Social Media PR Indonesia Awards 2025	February 2025	PR INDONESIA
8th Infobank-MRI Satisfaction, Loyalty, and Engagement 2025 Bank dengan Kelompok Bank Modal Inti (KBMI) IV terbaik peringkat kedua di kategori Marketing Customer Engagement	February 2025	Infobank-MRI Satisfaction
8th Infobank-MRI Satisfaction, Loyalty, and Engagement 2025 The second-ranked bank in the Core Capital Bank Group (KBMI) IV category for Marketing Customer Engagement	February 2025	Infobank-MRI Satisfaction
8th Infobank-MRI Satisfaction, Loyalty, and Engagement 2025 Bank with the best Core Capital Bank Group (KBMI) IV, ranked third in Most Satisfying Branch Office	February 2025	Infobank-MRI Satisfaction
8th Infobank-MRI Satisfaction, Loyalty, and Engagement 2025 Bank with the best Core Capital Bank Group (KBMI) IV rating, ranked third in Most Satisfying Mobile Banking	February 2025	Infobank-MRI Satisfaction
Excellent Service Experience Award (ESEA) 2025 Category : Reguler Banking For Excellent in Delivering Positive Costomer Experience Based Experience Audit ESEi 2025	March 2025	Majalah Marketing & Carre
Best ATM Bank Performance 2024 - 2025	May 2025	Info Bank
Best Performance Cash Recycling Machine (CRM) Bank 2024-2025	May 2025	Info Bank
Best Performance of Cash ATMs in Bank Public Areas 2024 - 2025	May 2025	Info Bank
Top Brand Award 2025 BNI Griya – KPR (Top Brand 100) Category	June 2025	Frontier Group dan Majalah Marketing
Top Brand Award 2025 BNI Deposito – Deposit Account Category	June 2025	Frontier Group dan Majalah Marketing
Top Brand Award 2025 BNI Tapenas – Installment Savings Category	June 2025	Frontier Group dan Majalah Marketing
Top Brand Award 2025 BNI Taplus Anak – Children's Savings Category	June 2025	Frontier Group dan Majalah Marketing
Top Brand Award 2025 BNI Kartu Kredit – Credit Card Category	June 2025	Frontier Group dan Majalah Marketing
Indonesia Property & Bank Award ke XIX Tahun 2025 The Most Recommended Bank with a Creative Mortgage Program	June 2025	Propertynbank.com
Infobank 22nd Banking Service Excellence Awards (BSEA) 2025 The Best Conventional Bank in Service Excellence for 20 consecutive years since 2006	June 2025	Infobank Media Group
BNI Wins Best Digital Banking Innovation Adoption 2025	July 2025	Investor Trust
Solo Pos Best Brand and Innovation (SBBI) Award 2025 Children's Financial Literacy Category	July 2025	Solopos

Awards	Month and Year	Organizer
Yearly Excellent Performance Banks KBMI 4	August 2025	Infobank
Indonesian Savings Day and Financial Literacy Month 2025 at the Dhanapala Building, Ministry of Finance Financial Services Business Actors (PUJK) with the Establishment of OJK Peduli Program (Literacy Ambassadors) Most Massive	August 2025	Otoritas Jasa Keuangan (OJK)
Indonesian Savings Day and Financial Literacy Month 2025 Summit at Dhanapala Building, Ministry of Finance Best KEJAR Implementation Partners in Religious-Based Education Units	August 2025	Otoritas Jasa Keuangan (OJK)
Support and Contribution in Housing and Residential Area Development	August 2025	Ministry of Housing and Settlement Areas
Digital Banking Awards (DBA) 2025 Digital Banking Awards 2025 KBMI 4 categories dimensions Management Risk	September 2025	Investor Trust
Building Resilience through Good Governance 2025 : Thriving in Turbulent Times Leadership in Corporate Governance - The 16th IICD Corporate Governance Conference and Award	September 2025	IICD & LKBN Antara
Top 100 Indonesia 2025 La Tofi ESG Rating & Sustainibility Communication Awards 2025 Platinum Alignment	September 2025	La Tofi School Of Social Responsibility
HIPMI Leadership Excellence Awards 2025 Best Corporate Banking Support For Enterpreneur Award 2025	October 2025	HIPMI (Himpunan Pengusaha Muda Indonesia) dan Danantara Indonesia Business Forum
Indonesia Corporate Sustainability Award 2025 Best Economic in Local Community	November 2025	(ACEXI)
detikcom Awards 2025 Strategy Effective Communication Global Scale Banking	November 2025	detikCom
detikcom Awards 2025 Bank with the Highest Deposit Funds in Himbara	November 2025	detikCom
Environment & Sustainability, BNI's consistency in implementing Environmental, Social, and Governance (ESG) principles across all business lines	November 2025	detikCom
Anugerah Penggerak Nusantara (APN) 2025 Award as the Driver Digital Transformation thanks to development digital ecosystem wondr by BNI	November 2025	iNews Media Group
(a.n Miranda Julya Prisillia S. L- Dealer Money Market) The Most Active RFO Trader	December 2025	SPPA-IDX
(a.n Miranda Julya Prisillia S. L- Dealer Money Market) The Most Active RFQ Trader	December 2025	SPPA-IDX
(a.n Miranda Julya Prisillia S. L- Dealer Money Market) The Most Active Market Maker Trader	December 2025	SPPA-IDX
(a.n Hari Juangga Siregar) The Most Active Price Giver Trader	December 2025	SPPA-IDX
TOP 100 CEO & THE NEXT FUTURE LEADERS 2025 CEO OF THE YEAR 2025 (Putrama Wahju Setyawan, Dirut BNI)	December 2025	Infobank
TOP 100 CEO & THE NEXT FUTURE LEADERS 2025 BANKERS OF THE YEAR 2025 (Alexandra Askandar, Wadirut BNI)	December 2025	Infobank
TOP 100 CEO & THE NEXT FUTURE LEADERS 2025 THE NEXT FUTURE LEADERS 2025 (Rian Eriana Kaslan, Direktur Network & Retail Funding)	December 2025	Infobank
TOP 100 CEO & THE NEXT FUTURE LEADERS 2025 THE NEXT FUTURE LEADERS 2025 (Bun Hendra, SEVP Credit Risk, Pgs. SEVP Remedial Recovery)	December 2025	Infobank
TOP 100 CEO & THE NEXT FUTURE LEADERS 2025 THE NEXT FUTURE LEADERS 2025 (Okki Rushartomo, SVP Corporate Secretary)	December 2025	Infobank
Climate Editors Choice Awards 2025 BEST SOCIAL IMPACT Category	December 2025	Investing on Climate Editors Choice Awards 2025
Investing on Climate Editors Choice Awards 2025 BEST INNOVATIVE CONSERVATION Category	December 2025	Investing on Climate Editors Choice Awards 2025

Certification

Certification	Month and Year	Organizer
ISO 9001:2015	June 26 2027	PT. Llyod's Register Quality Assurance Indonesia
ISO 9001:2015 Quality Management System (Certificate ID17/03935)	March 26, 2023 – March 9, 2026	PT SGS Indonesia
ISO 30301:2019 Quality Management System for Provision of Filling and Archieving Services for Archive Management Unit	December 23, 2024 – December 22, 2027	PT Tuv Sud Indonesia
ISO 9001:2015 Quality Management for Vendor Management Unit	November 14, 2024 – November 26, 2026	PT Tuv Sud Indonesia
ISO 9001:2015 Quality Management for Self-Estimated Unit Price	November 14, 2024 – November 11, 2026	PT Tuv Sud Indonesia
Platinum Greenship New Building V.1.2 for the BNI Plaza Building	January 30, 2025 – January 30, 2028	Green Building Council Indonesia
Gold Greenship New Building V.1.2. for the Menara BNI Building	January 30, 2025 – January 30, 2028	Green Building Council Indonesia
ISO 27001:2022	2025 - 2028	CBQA Global Indonesia

04

MANAGEMENT DISCUSSION AND ANALYSIS ON COMPANY PERFORMANCE

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General Economic Conditions

THE GLOBAL ECONOMIC CONDITIONS

Economic Growth

The global economy is projected to grow by 3.2% and 3.1% in 2025 and 2026, respectively, based on the IMF's October 2025 report, showing a declining trend compared to 3.3% in 2024. One of the greatest challenges causing the global economy to slow down was the increasing uncertainty resulting from the reciprocal tariff policies implemented by the United States (US) against several of its trading partners. Although tariff uncertainty characterized much of the global economy throughout April – August 2025, by September 2025, many countries had successfully conducted trade negotiations with the US and secured tariff reductions. ASEAN countries, for instance, received an average tariff imposition of 19% (e.g., Indonesia, Thailand, Malaysia) and 20% for Vietnam. Tariff negotiations with China, which were initially difficult due to the persistence of both countries in mutual retaliation, finally reached a middle ground as of November 2025 with a tariff imposition of 47%. As of the writing of this report, among the major economies, only India remained in the negotiation stage for a tariff reduction from the 50% level set by the Trump administration in response to India's oil purchases from Russia.

IMF Projections for Global Economic Growth

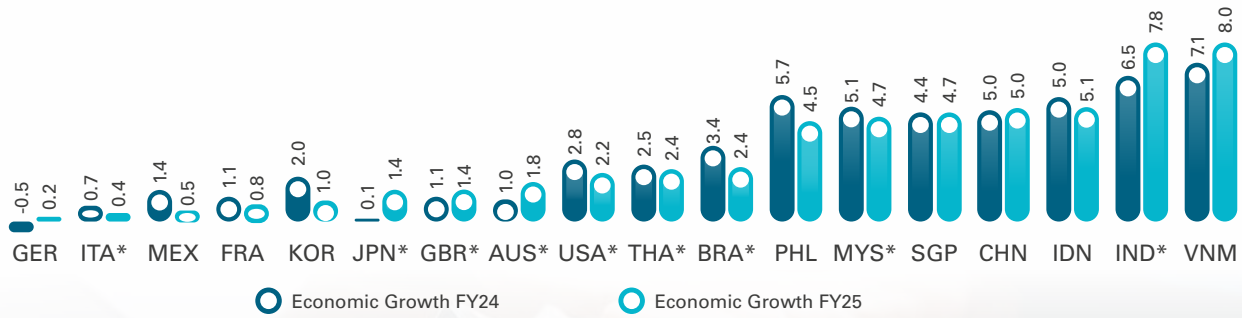
Region and Country	Realization IMF-WEO	IMF-WEO Projection as of Jul-2025		IMF-WEO Projection as of Oct-25	
Economic Growth %	**FY2024**	**2025F**	**2026F**	**2025F**	**2026F**
World GDP	3.3	3.0	3.1	3.2	3.1
Developed Economies	1.8	1.5	1.6	1.6	1.6
United States	2.8	1.9	2.0	2.0	2.1
Europe	0.9	1.0	1.2	1.2	1.1
Japan	0.1	0.7	0.5	1.1	0.6
United Kingdom	1.1	1.2	1.4	1.3	1.3
Developing Economies	4.3	4.1	4.0	4.2	4.0
China	5.0	4.8	4.2	4.8	4.2
India	6.5	6.4	6.4	6.6	6.2
Russia	4.3	0.9	1.0	0.6	1.0
ASEAN-5	4.6	4.1	4.1	4.2	4.1
Indonesia	5.0	4.8	4.8	4.9	4.9
Malaysia	5.1	4.5	4.0	4.5	4.0
Philippines	5.7	5.5	5.9	5.4	5.7
Thailand	2.5	2.0	1.7	2.0	1.6

Source: IMF

In the US, economic challenges emerged from various fronts. US inflationary pressure remained persistent throughout 2025, with the Personal Consumption Expenditure (PCE) inflation as of November 2025 recorded at 2.8% YoY, up slightly from 2.7% YoY in December 2024. Core PCE inflation also hovered around 2.8%, yet to converge to the 2% target. This rise in US inflation was driven by expectations of higher import tariffs reflected in domestic price increases. Based on data from the Peterson Institute for International Economics (PIIE), following the reciprocal tariff policy, the overall import tariffs imposed by the US on trading partner countries rose significantly to an average of 19.5% from the previous 3%. Furthermore, while inflation faced upward pressure, the US labor market showed signals of weakening. The unemployment rate as of December 2025 reached 4.4% (vs. 4.1% at YE2024), reflecting declining labor demand.

Divergent challenges were also observed across other economies, influencing their respective growth realizations.Throughout 2025, several countries experienced economic deceleration. In the Americas, growth in the United States, Brazil, and Mexico moderated to 2.2%, 2.4%, and 0.5%, respectively (compared to 2.8%, 3.4%, and 1.4% in 2024). Similarly, ASEAN economies such as Malaysia and the Philippines recorded growth of 4.7% and 4.5%, respectively (versus 5.1% and 5.7% in 2024). This slowdown trend was also evident in European economies, including Italy and France, which grew by 0.4% and 0.8%, respectively (compared to 0.7% and 1.1% in 2024). Meanwhile, certain economies such as China and Thailand maintained relatively stable growth at 5.0% and 2.4% in 2025.

Comparison of Economic Growth Among Countries



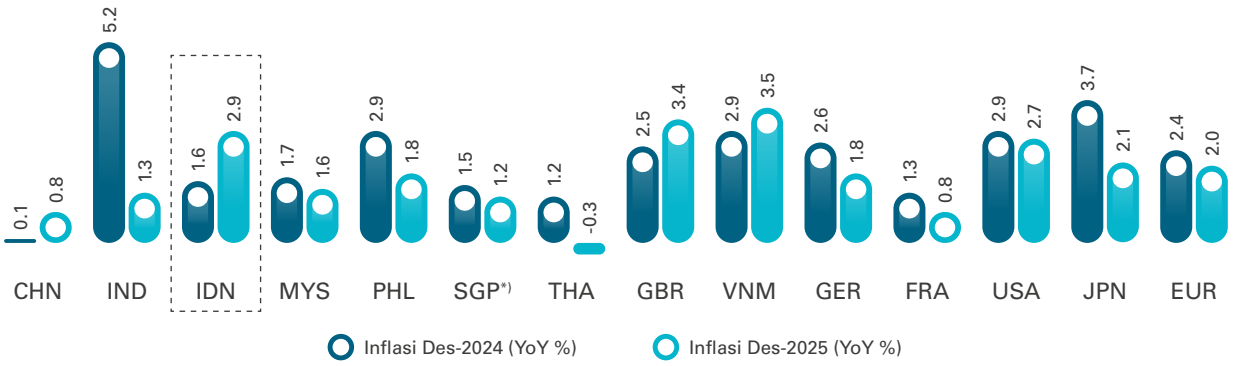
*) Pertumbuhan Ekonomi 9M25

Source: IMF. BNI Office of Chief Economist

Global Inflation and Interest Rates

Along with the slowdown in economic growth, global inflation also showed signs of decline in Q3-2025 compared to 2024. Inflation moderated in several countries as of December 2025, including Japan, where inflation declined to 2.1% YoY (from 3.7% YoY in December 2024), India at 1.3% YoY (vs. 5.2% YoY), and Thailand at -0.3% YoY (vs. 1.2% YoY). While inflation in various countries trended downward, US inflation remained high, with consumer inflation as of Nov-2025 at 2.7% YoY (vs. 2.9% YoY in Dec-2024). One factor was the reciprocal tariff policy imposed by the US, which increased import cost expectations for many goods. Subsequently, producers and importers passed part of this additional cost burden onto consumer selling prices, slowing the rate of inflation decline.

Comparison of Annual Inflation Rates in Various Countries



Source: CEIC. BNI Office of Chief Economist

Uncertainty from the reciprocal tariff policy, followed by inflationary pressure, in turn prompted the US central bank, The Federal Reserve (The Fed), to delay its Fed Funds Rate (FFR) cutting cycle in 2025. The Fed became the last central bank to ease its policy this year, only starting the FFR cutting cycle in Sep-2025. These cuts were carried out consecutively until the end of the year, so by late 2025, the Fed had cut the benchmark interest rate by a total of 75bps (25bps each in September, October, and December).

Loose monetary policies were implemented in several major global economies, such as the UK and the European Union, which both cut interest rates four times. This was done to encourage better economic growth amidst weakening domestic demand. By December 2025, the Bank of England (BOE) and the European Central Bank (ECB) had each cut interest rates by 100bps. In ASEAN, slowing domestic demand growth also became an economic concern, prompting ASEAN countries to cut interest rates. By the end of 2025, the Philippines had cut rates by 125bps (5 times), Thailand by 100bps (4 times), and Malaysia by 25bps (1 time).

Only a few major economies took monetary tightening measures, such as Japan and Brazil, which raised their benchmark interest rates by 50bps and 275bps to 0.75% and 15.0%, respectively. In Japan, interest rate hikes began early in the year (Jan-2025) as its economy faced high inflationary pressure, similar to Brazil, which has been raising rates since Mar-2025. Like Brazil, one of the triggers for inflation in Japan was the high price of food and raw materials (input goods).

Central Banks Have Implemented Interest Rate Cuts in Response to Economic Moderation

Country	FY2024 (%)	2Q25 (%)	3Q25 (%)	Dec-25 (%)	Δ Dec-25 YTD (percentage points)
Mexico	10.00	8.00	7.50	7.00	-300
India	6.50	5.50	5.50	5.25	-125
Indonesia	6.00	5.50	4.75	4.75	-125
Philippines	5.75	5.25	5.00	4.50	-125
Singapore	2.11	1.56	1.20	0.89	-122
Europe	3.15	2.15	2.15	2.15	-100
Canada	3.25	2.75	2.50	2.25	-100
United Kingdom	4.75	4.25	4.00	3.75	-100
Thailand	2.25	1.75	1.50	1.25	-100
United States	4.50	4.50	4.25	3.75	-75
Australia	4.35	3.85	3.60	3.60	-75
South Korea	3.00	2.50	2.50	2.50	-50
Malaysia	3.00	3.00	2.75	2.75	-25
China 1-y LPR	3.10	3.00	3.00	3.00	-10
Vietnam	4.50	4.50	4.50	4.50	0
Brunei Darussalam	5.50	5.50	5.50	5.50	0
Japan	0.25	0.50	0.50	0.75	50
Brazil	12.25	15.00	15.00	15.00	275

Sources: Bloomberg, BNI Office of Chief Economist

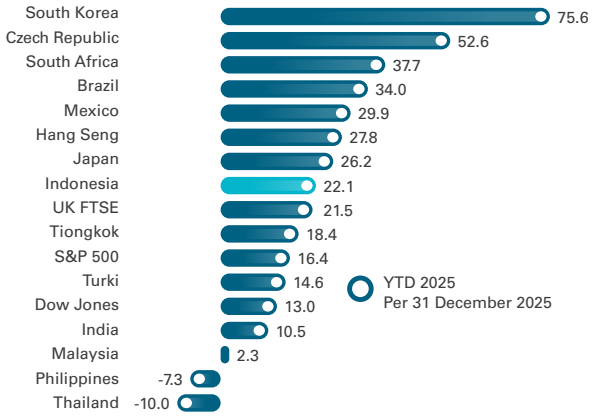
Capital Market and Financial Market

For nearly the entire 2025, uncertainty in US reciprocal tariff policies caused volatility in global financial markets. Several global benchmark indices, such as the Dow Jones, Nikkei, Hang Seng, and FTSE, experienced declines ranging from -0.8% to -4.3% between March and April 2024, after showing strengthening in the first quarter of 2025 (averaging 3.6%). The VIX volatility indicator, a proxy for global financial market risk, reached its peak at 40 in April 2025 when the US reciprocal tariffs were first announced. By December 2025, the VIX had stabilized with the index average at 18.9. Gold, considered a high-value hedging asset and a safe-haven asset, saw a significant increase of 64.6% YTD through December 2025. Furthermore, gold reached an all-time high of USD4,533/oz at the end of December 2025, indicating high investor demand for gold as a measure to safeguard against uncertainty.

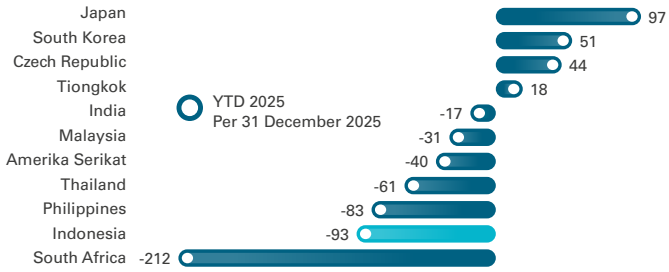
For the Indonesian market, high uncertainty led foreign investors to record a net foreign outflow from Indonesia's financial market of USD-7.40 billion in FY2025. The largest portion of these outflows originated from SRBI (Bank Indonesia Rupiah Securities) at USD-6.69 billion, followed by the stock market at USD-0.98 billion. Meanwhile, net foreign inflows into government bonds were recorded at USD 0.27 billion. This outflow pressure caused the Rupiah to depreciate by -3.7% FY2025, significantly underperforming compared to other emerging markets which recorded an average appreciation of 4.4%. The Rupiah's performance was the second lowest among other major economies, performing only better than India. In the bond market, Indonesia's 10-year SBN yield fell by -93bps to 6.07% at the end of December 2025, in line with other emerging Asian countries.

Capital Market Performance and Exchange Rate Weakened as a Result of Market Dynamics Throughout 2025

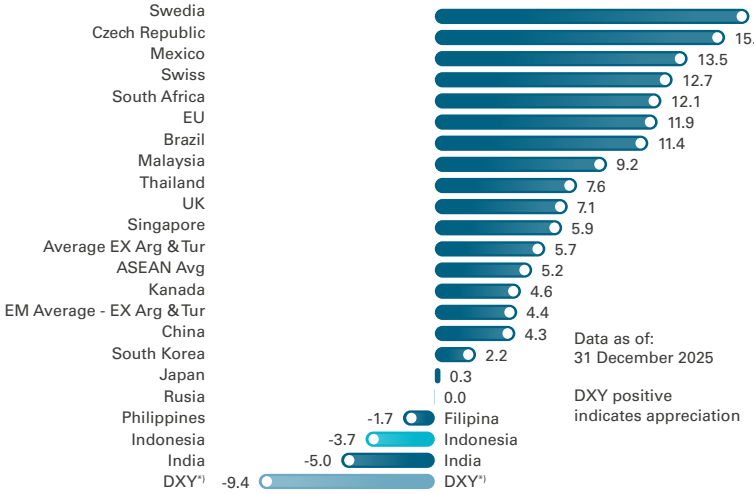
Capital Market Performance YTD 2025
(%)



Bond Yield Change YTD 2025

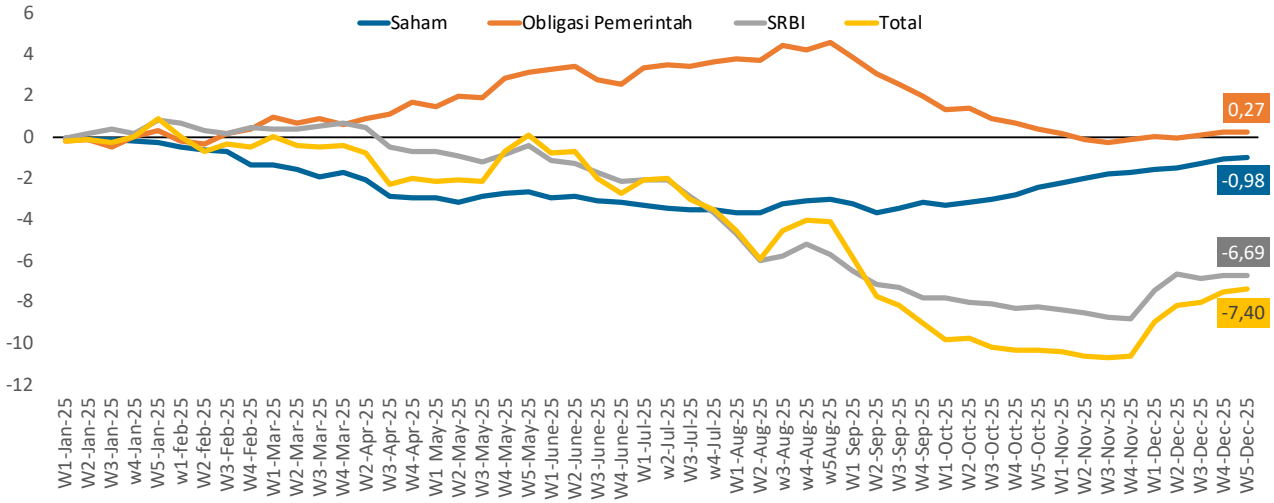


Exchange Rate Changes in 2025
(%)



Source: Bloomberg, BNI Office of Chief Economist

Aliran Modal Asing (dalam Miliar USD)
data per 31-Dec-25



THE NATIONAL ECONOMIC CONDITIONS

Economic Growth

In the domestic context, Statistics Indonesia (BPS) recorded Indonesia's economic growth at 5.1% in 2025. Economic performance was primarily supported by net exports and investment, which increased by 18.3% and 5.1%, respectively, during the year. More specifically, investment growth was driven by non-construction investment (10.1%), supported by machinery and equipment investment, which expanded by 18.0%.

On the other hand, household consumption recovery remained uneven, reflecting a K-shaped recovery pattern. Growth in consumption categories representing lower- to middle-income households—such as food and beverages, clothing, and footwear—remained relatively stagnant at 4.2% in 2025. In contrast, consumption categories representing upper-middle and higher-income groups—such as leisure-related spending including transportation, communication, hotels, and restaurants—remained robust at 6.3% in 2025. To support household consumption recovery, the Government introduced various stimulus programs throughout 2025, including food assistance, direct cash transfers (BLT), wage subsidies, paid internship programs, and transportation fare discounts.

From a sectoral contribution perspective, economic growth in 2025 continued to be supported by primary and secondary sectors, including agriculture and manufacturing, each growing by 5.3%. The tertiary sector also recorded solid growth, including trade (5.5%), information and communication (8.4%), transportation and logistics (8.8%), construction (3.8%), and accommodation and food services (7.4%). This sectoral growth pattern further confirms earlier findings regarding the uneven (K-shaped) recovery, where primary services sectors grew modestly due to still-constrained purchasing power among lower-income groups, while tertiary services growth was stronger, driven largely by upper-middle and higher-income consumers. In addition, growth in the transportation services sector was reinforced by government stimulus programs, including discounted fares for rail, air, and sea transportation during both the first and second halves of 2025.

Stable Economic Growth at 5% Supported by Investment Growth

GDP by Expenditure %YoY	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25
GDP	5.04	5.17	4.94	5.04	5.11	5.05	4.95	5.02	4.87	5.12	5.04	5.39
Household Consumption	4.53	5.22	5.05	4.47	4.91	4.93	4.91	4.98	4.95	4.97	4.89	5.11
Food & Beverages	3.42	3.80	4.01	2.56	4.30	4.08	4.20	4.30	4.06	4.18	4.14	4.42
Clothing & Footwear	3.78	7.01	3.58	3.49	1.92	1.86	3.60	3.58	6.84	2.93	3.87	4.56
Household Equipment	2.77	3.78	3.77	4.85	4.97	4.39	3.67	4.32	5.05	4.32	3.73	4.30
Health & Education	2.58	5.51	4.23	3.66	3.69	3.71	4.35	4.31	3.66	4.16	4.15	4.80
Transportation & Communication	7.89	7.60	7.68	7.24	6.44	6.88	6.57	6.50	6.12	6.45	6.39	6.31
Restaurant & Hotel	5.88	6.75	6.52	6.35	6.43	6.80	6.61	6.30	6.02	6.77	6.43	6.28
Others	2.69	3.72	3.04	2.16	2.78	3.70	3.79	3.34	3.68	4.26	4.84	4.57
NPISHs Consumption (Non-Profit Institutions Serving Households)	6.29	8.78	6.40	18.37	24.13	9.79	11.46	6.06	3.07	7.82	3.76	5.90
Government Spending	3.33	10.52	-3.86	2.94	20.44	2.03	4.62	4.61	-1.22	-0.32	5.66	4.55
Gross Fixed Capital Formation (GFCF)	1.53	4.05	5.08	4.32	3.78	4.42	5.16	5.03	2.12	6.99	5.04	6.12
Building & Structures	0.08	3.32	6.31	6.42	5.46	5.31	6.02	5.26	1.35	4.89	3.02	3.74
Machinery & Equipment	4.62	7.67	-1.01	2.00	2.93	6.08	11.17	9.30	7.26	24.58	17.00	22.16
Vehicles	24.09	15.50	21.27	3.20	-13.33	-7.73	-15.28	-4.13	4.16	2.67	6.24	7.29
Other Equipment	-5.26	-5.29	-5.64	0.45	4.99	10.70	19.17	11.74	-3.73	5.37	5.92	-5.05
Cultivated Biological Assets	-8.46	-6.45	-9.61	-12.71	3.24	4.21	1.00	-0.51	-1.78	0.19	2.74	-0.13
Intellectual Property Products	5.06	9.28	7.74	4.08	5.15	-3.97	4.27	4.88	6.20	0.69	0.19	5.97
Export	11.72	-2.84	-3.91	1.66	1.48	8.13	8.79	7.89	5.91	10.14	9.14	3.25
Import	4.12	-3.25	-6.82	0.14	1.50	7.79	11.92	10.68	3.57	11.15	0.86	3.96
Net Export	67.10	-0.67	12.32	8.86	1.41	9.83	-5.62	-4.35	16.49	5.20	53.76	-0.31

Sources: BPS, CEIC, BNI Office of Chief Economist

The Tertiary Sector as the Accelerator of Economic Growth Throughout 2025

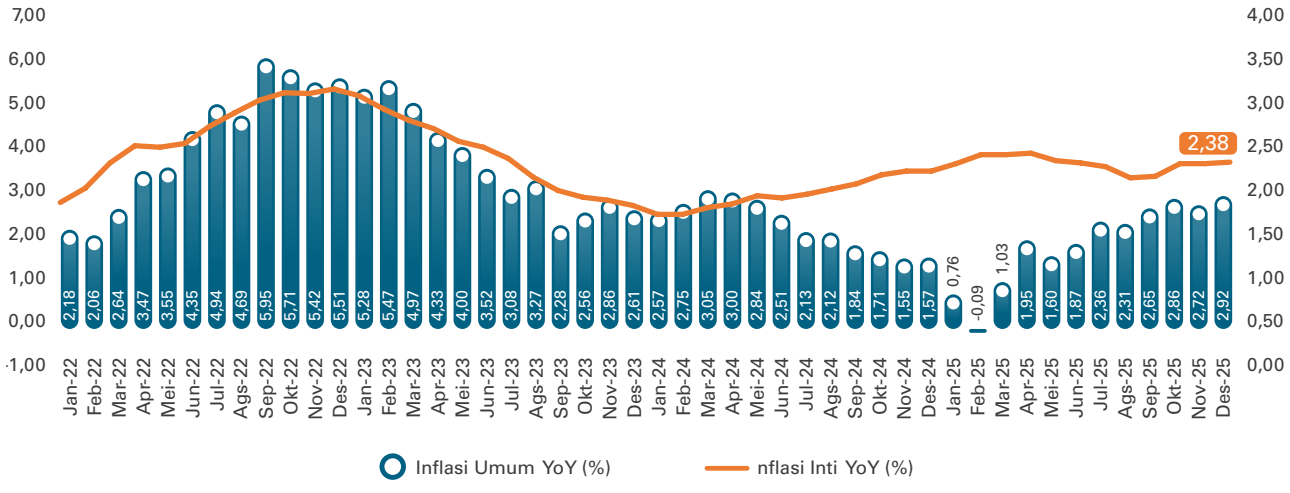
Real GDP % YoY	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25
GDP	5.04	5.17	4.94	5.04	5.11	5.05	4.95	5.02	4.87	5.12	5.04	5.39
Agriculture, Forestry & Fishing	0.44	2.03	1.49	1.13	-3.54	3.25	1.70	0.72	10.53	1.66	4.93	5.14
Mining & Quarrying	4.92	5.01	6.95	7.46	9.31	3.17	3.46	3.95	-1.23	2.03	-1.98	-1.31
Manufacturing Industry	4.43	4.88	5.19	4.07	4.13	3.95	4.72	4.89	4.55	5.68	5.54	5.40
Electricity & Gas	2.67	3.15	5.06	8.68	5.35	5.39	5.02	3.42	5.11	0.90	2.86	3.55
Water Supply, Sewerage & Waste Management	5.70	4.78	4.49	4.66	4.44	0.85	0.04	1.06	0.18	0.82	3.32	-0.51
Construction	0.32	5.23	6.39	7.68	7.59	7.29	7.48	5.81	2.18	4.98	4.21	3.89
Wholesale & Retail Trade	4.94	5.30	5.10	4.09	4.58	4.87	4.85	5.23	5.04	5.38	5.46	6.07
Transportation & Logistics	15.93	15.28	14.74	10.33	8.66	9.56	8.64	7.92	9.01	8.52	8.62	8.98
Accommodation and Food & Beverage	11.54	9.91	10.93	7.88	9.34	10.00	8.21	6.47	5.75	8.18	8.50	7.15
Information & Communication	7.11	8.03	8.51	6.74	8.41	7.66	6.82	7.45	7.72	7.92	9.65	8.09
Financial Services	4.45	2.86	5.24	6.56	3.93	7.90	5.49	1.74	3.98	3.20	0.77	7.92
Real Estate	0.37	0.96	2.21	2.18	2.54	2.16	2.32	2.97	2.94	3.71	3.95	3.71
Business Services	6.37	9.59	9.37	7.62	9.63	7.96	7.93	8.08	9.27	9.31	9.94	7.90
Public Administration	2.13	8.18	-6.24	1.63	18.89	2.90	3.96	1.16	4.79	4.70	4.33	1.63
Education Services	1.02	5.42	-2.09	2.63	7.43	2.46	2.58	2.95	5.04	1.40	10.59	3.43
Healthcare Services	4.77	8.27	2.92	3.09	11.65	8.59	7.67	5.20	5.78	3.80	6.83	5.95
Other Services	8.90	11.89	11.14	10.15	8.92	8.85	9.95	11.36	9.84	11.31	9.92	8.71

Sources: BPS, CEIC, BNI Office of Chief Economist

Indonesia's Inflation and Interest Rates

From the price level perspective, Indonesia's consumer inflation trend experienced an increase to 2.9% YoY in December 2024, compared to 1.6% YoY at the end of 2024. This rise in inflation occurred alongside an increase in food inflation to 4.6% YoY (vs. 1.9% YoY in December 2024). Regarding core inflation, the general increase stood at 2.4% YoY, slightly higher than at YE2024 (2.3% YoY); however, this rise was primarily driven by surging gold prices. According to BNI's calculations, if the effect of gold prices is excluded, core inflation stood at 1.2% YoY, showing a slowdown compared to 1.7% YoY in December 2024. This decline confirms a decrease in purchasing power, as reflected in weak consumer demand.

Inflation declines annually to 2,9% by December 2025



Source: BPS, BNI Office of Chief Economist

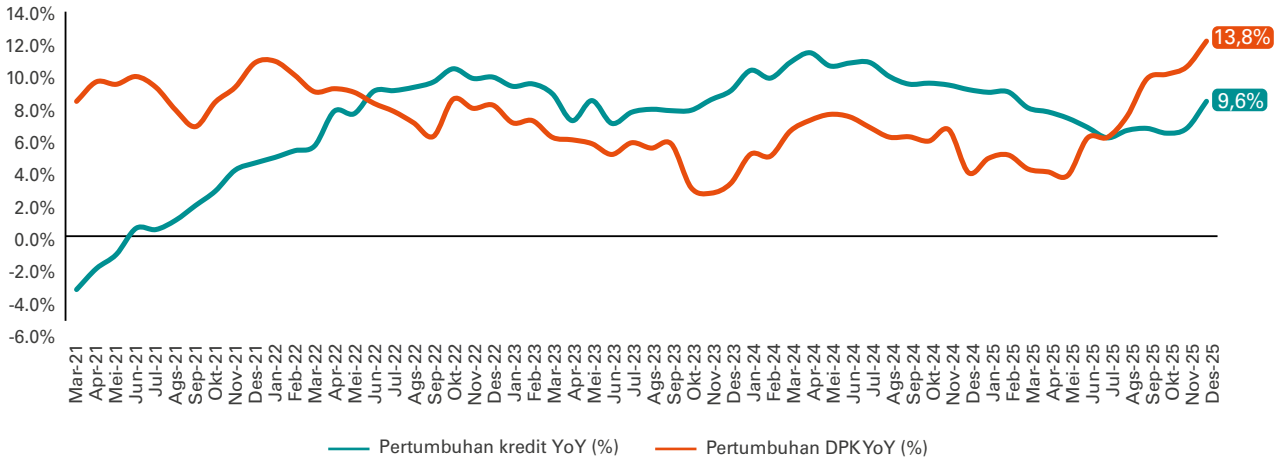
Based on the prevailing economic conditions, including the moderation of economic growth and core inflation (excluding gold price hikes), Bank Indonesia reduced the BI-rate by a total of 125bps throughout 2025, consisting of 50bps in 1H25 and 75bps in 2H25. In an effort to bolster economic growth, Bank Indonesia also sharpened its macroprudential policies by increasing the Macroprudential Liquidity Incentive (KLM) by 50bps to 5.5% to encourage credit distribution through the banking sector.

The Banking Industry Condition

From the banking perspective, in line with GDP trends and financial market conditions characterized by high uncertainty, credit growth showed a slowing trend as of December 2025 at 9.6% YoY (vs. 10.5% YoY in December 2024). The source of this slowdown came from the moderation of working capital and consumer credit growth, which grew by 4.5% YoY and 6.6% YoY, respectively (vs. 8.4% YoY and 10.6% YoY in December 2024). Meanwhile, investment credit continued to grow strongly at 20.8% YoY (vs. 13.8% YoY in December 2024). Banking credit growth was supported by the growth of third-party funds (DPK) at 13.8% YoY as of December 2025 (vs. 4.5% YoY in December 2024).

Furthermore, the loan-to-deposit ratio (LDR) stood at 85% in December, influenced by the addition of liquidity from the government in September 2025. Meanwhile, the banking capital adequacy ratio (CAR) remained stable as of December 2025 at 25.9%, compared to 26.7% at YE2024. Concurrently, the banking non-performing loan (NPL) ratio remained stable at 2.1% in December 2025 (vs. 2.1% at YE2024).

Credit and Third-Party Funds Growth as of December 2025 Reaches 9.6% YoY and 13.8% YoY



Source: OJK, BNI Office of Chief Economist

BNI Strategic Policy in 2025

Throughout 2025, BNI consistently demonstrated resilience and recorded positive and sustainable financial performance growth, despite facing global financial market volatility, geopolitical dynamics, and relatively tight domestic liquidity conditions. This challenging business environment prompted BNI to remain focused on the principles of prudence, risk discipline, and strategic flexibility in managing business growth. With a strong capital foundation and well-maintained liquidity, BNI was able to sustain its growth momentum while ensuring sustainable asset quality.

In terms of credit distribution, BNI successfully maintained healthy and diversified growth. The primary focus was directed toward financing debtors in the Private Corporation and BUMN segments with strong business fundamentals and well-managed risk profiles. On the other hand, growth in the Consumer segment remained steady, particularly through Home Ownership Loans (KPR) and unsecured loans (personal loans), supported by data-driven marketing strategies and enhanced credit scoring. Support for the MSME and Consumer segments also continued to expand through synergies with subsidiaries, namely hibank and BNI Finance, as part of the efforts to build an inclusive and sustainable financing ecosystem.

BNI consistently continued the implementation of strategic policies that proved effective in previous years, while making adaptive adjustments to market dynamics. Key measures implemented included selective loan interest rate adjustments, diversification of funding sources to maintain liquidity stability, and managing the Loan to Deposit Ratio (LDR) at a healthy level. These policies were reinforced by optimizing Bank Indonesia's Statutory Reserve Requirement (GWM) incentives, providing BNI with more optimal room to manage liquidity and support balanced credit growth.

In line with efforts to strengthen the funding structure, BNI also managed its loan mix more strategically by increasing the portion of Rupiah-denominated financing. This step is part of the strategy to reduce exposure to foreign currency funding, which could potentially put pressure on the Cost of Fund, while simultaneously strengthening BNI's financial resilience amidst global exchange rate fluctuations.

Regarding funding, BNI continues to optimize CASA as its primary sustainable funding source. CASA optimization is carried out by strengthening digital capabilities and utilizing technology-based transaction channels, including the wondr by BNI application launched in the previous year. Throughout 2025, wondr by BNI evolved into one of the main pillars for expanding the retail deposit base, increasing transaction frequency, and deepening customer engagement. Various modern financial transaction features—ranging from QRIS payments, e-wallet top-ups, domestic and international transfers, and virtual accounts to financial management and investment features—are designed to meet increasingly diverse and dynamic customer needs.

Through the reinforcement of a digital ecosystem integrated with physical service networks, BNI continues to focus on increasing transaction volumes and assisting customers in their financial journeys. BNI encourages customer transformation from basic transaction users to more mature and sustainable financial planning, in line with its medium-term strategic policy aspirations focused on the "3P" priorities: Productivity, Platform, and Proposition.

The year 2025 marked an important phase in the Platform strategy, which is focused on Business Process Reengineering and the development of supporting infrastructure. Building and improving infrastructure was carried out to drive productivity gains while enhancing service quality and customer experience across all business segments. This infrastructure strengthening served as a vital foundation for ensuring that the Bank's operations are more effective, efficient, and adaptive to changing market needs.

All strategic policies and initiatives are formulated and executed with reference to the BNI Long-Term Plan as stated in the BNI Corporate Plan 2024–2028. Within this framework, BNI's 2025 strategic policy was focused on ensuring the achievement of predetermined targets, accompanied by sharper strategy execution in areas aligned with leading economic potential and strengthened collaboration in developing and capturing business ecosystems in an integrated manner. All strategic initiatives were carried out while maintaining an optimal balance between business growth, increased profitability, and the implementation of prudent risk management. Based on this strategic direction, BNI's 2025 strategic policies are established as follows:

1. **Increasing Business Productivity and Market Share in Regions through Outlet Transformation.**
   BNI continued to drive increased business productivity and strengthen regional market share through targeted and integrated outlet transformation. The focus was on mapping and capturing potential business centers and zones, supported by the alignment of conventional and digital distribution networks with the customer journey and an advisory & service-to-sales operating model. The implementation of this strategy considered the regional economic characteristics as well as the presence and intensity of competitor bank networks.

   Outlet capabilities were also strengthened through the implementation of a more effective new sales model to enhance acquisition effectiveness and sales performance. Concurrently, BNI was streamlining outlet processes through digitalization, integration of online–offline solutions, and strengthening back-office functions to improve operational efficiency, accelerate service processes, and maintain sustainable service quality.

2. **Increasing Retail Savings and Deposits, as well as Transaction-Based Current Accounts.**
   BNI continued to drive the growth of retail savings and deposits, as well as transaction-based current accounts, by strengthening CASA with a focus on developing closed-loop transactions and optimizing customer transaction activities. This strategy was aimed at increasing a sustainable low-cost funding base. Payroll customer penetration and retail CASA growth are also enhanced through more intensive utilization of digital channels.

   Furthermore, BNI continued to optimize the management of debtor current accounts by maintaining a disciplined ratio of current accounts to Working Capital Loans (KMK) through the implementation of structured tactical account plans and increased penetration of transaction banking solutions. In line with this, the strengthening of the lending model also served as an enabler to drive sustainable CASA increases.

3. **Healthy and Sustainable Growth Across All Segments, with a Primary Focus on the Corporate Segment and its Derivatives, as well as Quality Consumer & Wealth Segments.**
   BNI drove sustainable business growth by strengthening its corporate portfolio in priority sectors with long-term prospects, accompanied by the development of beyond-lending solutions. Growth in the Consumer segment is focused on quality mortgage and payroll loan financing through strategic collaboration with corporate clients, major property developers, and related institutions, while prioritizing the principles of prudence and measured risk management.

   Meanwhile, the wealth management business was strengthened by enhancing product and service propositions, reinforcing Relationship Manager capabilities, and leveraging BNI's global capacity and network. Selective expansion in the small and medium segments is carried out with a focus on prospective industries, optimization of supply chain financing, strengthening BUMN and value chain synergies, as well as increasing sales execution effectiveness and subsidiary synergies to broaden financing reach and strengthen competitiveness.

4. **Maintaining Asset Quality to Drive a Decrease in Loan at Risk (LaR).**
   BNI maintained asset quality through consolidation and business reinforcement in the small and medium segments as the core foundation for supporting sustainable growth. These efforts involved ensuring a balance between expansion and risk control, as well as strengthening portfolio quality through a more selective and data-driven approach.

   The refinement of business processes in the retail and wholesale segments was carried out through end-to-end Business Process Reengineering, accelerated digitalization, and the enhancement of the BNI Move application to increase efficiency, accuracy, and service speed in the retail segment. Concurrently, risk management was

strengthened through the application of more comprehensive credit scoring and disciplined credit expansion aligned with Risk Acceptance Criteria (RAC) to sustainably reduce Loan at Risk and maintain asset quality.

5. **Sustainable Development of wondr by BNI and BNIdirect, FSCM, and Platforms Supporting the Customer Journey**
   BNI continued the development of wondr by BNI, supported by analytics-based marketing campaigns to increase customer acquisition, activation, and engagement sustainably. In line with this, the Wholesale Transaction Banking proposition was strengthened by providing an integrated platform that includes cash management, trade, foreign exchange, custody, and supply chain financing services to support end-to-end customer transaction needs.

   In addition to strengthening internal capabilities, BNI was also increasing collaboration with third parties and strategic partners to expand the digital ecosystem, accelerate product and service innovation, and strengthen platforms that support the entire customer journey. This approach was aimed at increasing value-added for customers, deepening service integration, and reinforcing BNI's position as the primary transaction bank and financial partner in the digital era.

6. **Strengthening Enablers to Increase Productivity and Operational Efficiency**
   BNI continued to strengthen key enablers through end-to-end human capital transformation across the entire employee life cycle, with a focus on developing HR with leadership character and an intrapreneurial spirit. HR capability development was directed toward mastering future capabilities and new core businesses aligned with the unique business potential in each region to support the acceleration of growth strategies and sustainable business transformation.

   In line with HR reinforcement, BNI was strengthening its information technology architecture on the back-end, front-end, and security levels to ensure infrastructure readiness in supporting increasingly complex business needs and enhancing system reliability and security. These efforts were complemented by increased cost efficiency and operations excellence through accelerated digitalization and the consistent application of operational cost management discipline.

Operational Overview Per Business Segment

Further explanation about the segments presented below is available for read in the Notes to the Consolidated Financial Statements as an integral part of this Annual Report. In 2025, BNI grouped its segments based on the following 2 (two) aspects:

1. Operating segment, which describes BNI's business segments based on the main customer groups and products as follows: Wholesale & International Banking, Institutional Banking, Enterprise & Commercial Banking, Retail Banking, Treasury, Head Office and Subsidiaries; and
2. Geographic segment, which describes the geographical distribution of BNI's business grouped under Indonesia, the United States, Europe, and Asia.



It takes well-thought strategy to deliver maximum results in meeting end-to-end customer needs with due consideration of market conditions and the portfolio balances in each segment. The objective of determining Operation Segment is to develop end-to-end solutions for customers across channels, both physical and digital, or across products. Customers can make the best use of all BNI products depending on their diverse needs through a one-stop service where a relationship manager is specifically assigned for each product.

BNI uses customer analysis and portfolio management to translate customer needs in the Business Banking sector into value-based industry analysis, Business Banking sector portfolio management, review and refinement of Business Banking credit systems and procedures and develop customized loans for customers with minimal risk. The various results of these analyses should improve the quality of BNI services with a sharper focus on the principle of "customer centric" to cater to customer needs.

This specific approach proves that BNI is becoming more capable of improving across geographies, from its head office, branches, regions, to overseas branches as it continues to provide information for datasupported decision making and improvements in order to deliver even more. The adoption of the Operating Segment system also impacts how the performance of BNI's Operating Segment is measured against customer ownership.

OPERATING SEGMENT

Information on each segment reporting in BNI's Operating Segment reporting includes the following:

Corporate Banking

Loans granted, customer deposits, and other transactions belonging to corporate customers, both state-owned enterprises and private companies.

Institutional Banking

Loans granted, customer deposits, and other transactions belonging to customers from ministries, state institutions and government agencies, as well as universities.

Commercial Banking

Loans granted, customer deposits, and other transactions belonging to medium-scale/commercial customers, including SME customers and program loans.

Consumer Banking

Loans granted, customer deposits, and other transactions belonging to consumer customers include home ownership loans, credit cards, and other products and services such as third-party funds, payment transactions, and other transactions belonging to individual customers.

Treasury & International Banking

Bank treasury activities such as foreign exchange, money market, fixed income, and derivatives, as well as loans granted, customer deposits, and other transactions belonging to financial institution customers and overseas office customers.

Head Office

Managing BNI's assets and liabilities other than those managed by other Operating Segments, including receiving cost allocations for the centralized provision of services to other segments and revenues/costs that are not allocated to other segment reporting.

Subsidiaries

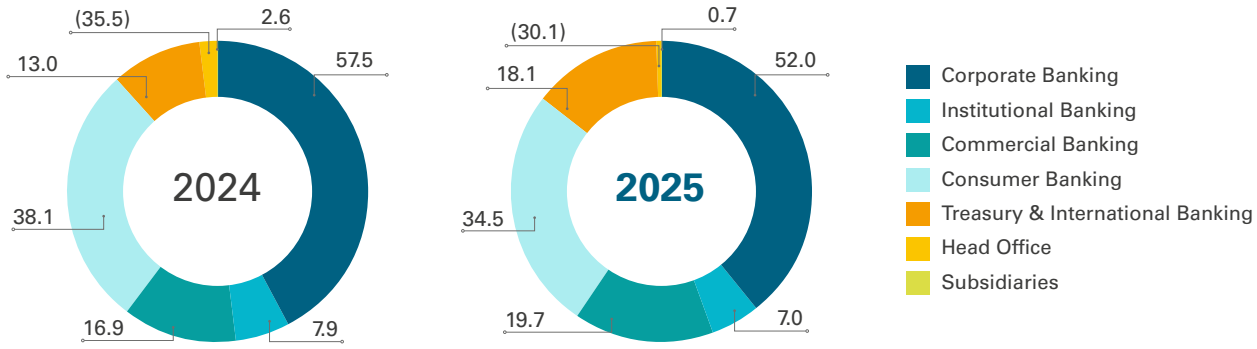
All transactions conducted by Subsidiaries engaged in insurance, consumer finance, banking, venture capital, securities, and investment management.

Presented below an overview of the Operating Segment business, presented below is the contribution per segment to BNI's profit, loan disbursed, and Third Party Funds (DPK) collection.

Operating Segment Profit and Loss

Operating Segment	2025		2024		Increase (Decrease)	
	IDR-billion	%	IDR-billion	%	Nominal (IDR-billion)	Percentage (%)
Corporate Banking	10,451	52.0	12,457	57.5	(2,006)	(16.1)
Institutional Banking	1,415	7.0	1,702	7.9	(287)	(16.9)
Commercial Banking	3,967	19.7	3,652	16.9	315	8.6
Consumer Banking	6,931	34.5	8,251	38.1	(1,320)	(16.0)
Treasury & International Banking	3,637	18.1	2,827	13.0	810	28.6
Head Office	(6,051)	(30.1)	(7,683)	(35.5)	1,632	21.2
Subsidiaries	146	0.7	569	2.6	(423)	(74.3)
Adjustments and Eliminations	(385)	(1.9)	(106)	(0.5)	(279)	263.2
Operating Segment Net Profit and Loss	**20,111**	**100.0**	**21,669**	**100.0**	**(1,558)**	**(7.2)**

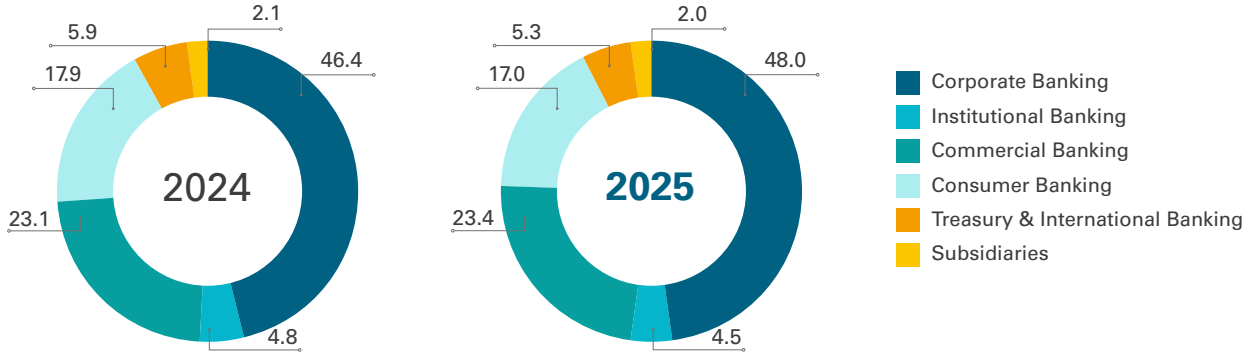
Profit and Loss Composition by Operating Segment
(%)



Loans per Operating Segment

Operating Segment	2025		2024		Increase (Decrease)	
	IDR-billion	%	IDR-billion	%	Nominal (IDR-billion)	Percentage (%)
Corporate Banking	431,646	48.0	359,699	46.4	71,947	20.0
Institutional Banking	40,612	4.5	37,523	4.8	3,089	8.2
Commercial Banking	210,138	23.4	179,464	23.1	30,674	17.1
Consumer Banking	152,795	17.0	139,187	17.9	13,608	9.8
Treasury & International Banking	47,823	5.3	45,678	5.9	2,145	4.7
Subsidiaries	18,304	2.0	16,247	2.1	2,057	12.7
Adjustments and Eliminations	(1,787)	(0.2)	(1,925)	(0.2)	138	7.2
Total Operating Segment Credit	**899,531**	**100.0**	**775,872**	**100.0**	**123,658**	**15.9**

Loans per Operating Segment
(%)

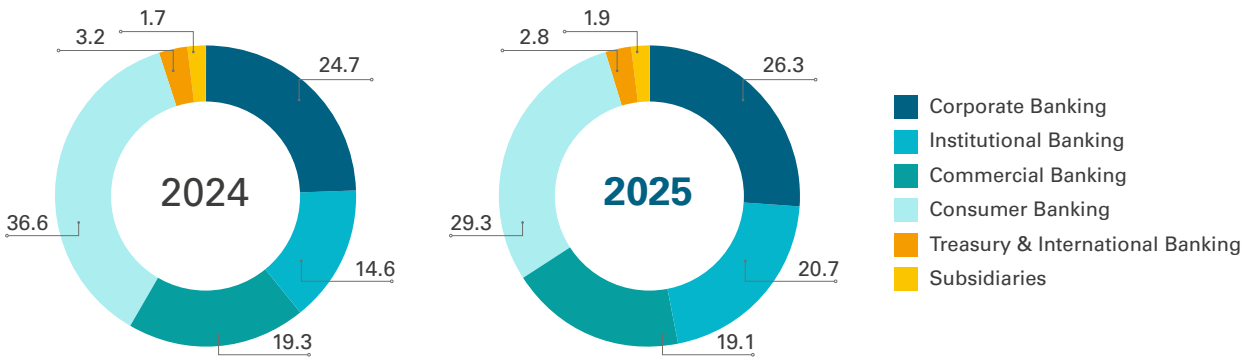


Third Party Funds per Operating Segment

Segment	2025		2024		Increase (Decrease)	
	IDR-billion	%	IDR-billion	%	Nominal (IDR-billion)	Percentage (%)
Corporate Banking	273,498	26.3	199,178	24.7	74,320	37.3
Institutional Banking	215,796	20.7	117,817	14.6	97,979	83.2
Commercial Banking	198,397	19.1	155,359	19.3	43,038	27.7
Consumer Banking	305,004	29.3	294,602	36.6	10,402	3.5
Treasury & International Banking	29,198	2.8	25,716	3.2	3,482	13.5
Subsidiaries	19,708	1.9	13,347	1.7	6,361	47.7
Adjustments and eliminations	**(768)**	**(0.1)**	**(508)**	**(0.1)**	**(260)**	**51.2**
Total Third Party Funds of Operating Segment	**1,040,834**	**100.0**	**805,511**	**100.0**	**235,322**	**29.2**

Third Party Funds per Operating Segment

(%)



CORPORATE BANKING

In an effort to support the customer's business ecosystem on both domestic and global scales, Corporate Banking provides a comprehensive range of financial solutions. This service includes strategic financing facilities, optimization of liquidity management, and various transactional services to support the sustainability of the customer's business expansion in a comprehensive manner.

Corporate Banking also provides solutions to Customers in loan distribution, which is divided into Corporate Finance, Project Finance, Supply Chain Financing and Structured Finance. For fund management and transactional activities, BNI Corporate Banking is oriented towards Customer needs in managing their financial transactions.

Falling under the criteria in Corporate Banking are non-individual customers such as private companies, SOEs, and Multi National Companies (MNC) with the following parameters:

Corporate Banking Customer Profile Parameters

Parameter	Customer Profile
Company Size	Companies with Gross Annual Sales (GAS) > IDR1.5 trillion (including business groups) and Maximum Loans > IDR500 billion and/or Average TPF > IDR100 billion.
Customer	1. Domestic Companies Globe's 150 Richest Indonesians and its groups; Forbes 500 and its groups; LQ45 and its groups; SOEs and its groups; Tbk Company and its groups; Non-Tbk Companies and its groups. 2. Multi National Companies (MNC) Corporate segment companies which majority shares or more than 50% shares owned by foreign entity.

Competitive Advantage and Corporate Banking Innovation

Competitive Advantage

As a form of commitment to becoming a strategic corporate partner, BNI continues to strengthen its competitive advantage through digital transformation oriented toward customer needs. We continuously develop features on the BNIdirect platform to deliver financial solutions that are more relevant and responsive. One of the main innovations launched in August 2025 is BNIdirect bisnis, a digital platform specifically designed to embrace and facilitate MSME-scale businesses so they can enjoy digital banking services on par with large corporations. BNIdirect bisnis serves as a solution to the challenges of banking digitalization, which is often considered complex by MSME actors.

Through the integration of the BNIdirect and BNIdirect bisnis platforms, BNI provides inclusive Supply Chain Financing (SCF) solutions to optimize working capital across the entire supply chain, from upstream to downstream. This digitalization not only facilitates access to funding for vendors and distributors but also creates more transparent and efficient liquidity management. By strengthening the financial resilience of corporate partners, BNI plays an active role in maintaining the operational stability of corporate customers and building a synergistic and highly competitive business ecosystem.

With a focus on innovation, collaboration, and the best service, BNI continues to create new opportunities for customers and partners worldwide. BNI has a strategic role in providing integrated financial solutions for Corporate customers, including business groups and business partners such as suppliers and buyers of BNI debtors. BNI actively contributes to financing top-tier syndicated loans and offers special financing schemes, such as supply chain financing, to support the smooth running of the global supply chain and strengthen the stability of the customers' international business.

In order to provide comprehensive services to corporate customers and their business ecosystems, BNI leverages integrated internal capabilities, including the support of BNI's Overseas Offices (KLN) network. This network enables BNI to continue serving the needs of corporate customers and their business partners abroad, particularly in supporting cross-border business activities, without reducing BNI's primary focus as a strategic partner for domestic customers.

BNI serves as a solution that supports the global expansion of corporate customers through structured financing and project financing services. In addition to providing advisory services, BNI also ensures the smooth running of cross-border trade activities with trade finance solutions, foreign exchange risk management (forex), and comprehensive liquidity management, allowing customers to operate in international markets more optimally and efficiently.

Corporate Banking Segment Strategy in 2025

Portofolio strategy

Continuing the main focus of the business portfolio on the following sectors:

a. **Leading sectors**, namely sectors with high GDP growth and high productivity such as construction, transportation & warehousing, mining & quarrying, information & telecommunications, and electricity & gas.
b. **Potential sectors**, namely sectors with low GDP growth and high productivity such as manufacturing, accommodation & food service, and real estate.
c. **Sectors that are the government's focus in Asta Cita**, such as agro-maritime, education, healthcare, digital economy, and food & beverages.

Business strategy

a. Providing a one-stop financial solution designed according to the needs of corporate customers and corporate partners through collaboration with related divisions and subsidiaries, so that BNI through the Corporate Banking sector can be the main choice to help customers develop their companies sustainably.
b. Implementing digitalization through the BNIdirect platform by presenting a Cash Management revolution that integrates liquidity management, vendor payments, and Trade Finance services in a real-time and secure manner.
c. Utilizing the Supply Chain Financing (SCF) strategy as BNI's competitive advantage by financing the customer's business ecosystem from upstream to downstream to ensure the cash flow stability of working partners and distributors of BNI's corporate customers, creating comprehensive business resilience.
d. Committing to the implementation of Environmental, Social, and Governance (ESG) by increasing the Sustainable Portfolio through the distribution of Green Loans and Sustainability-Linked Loans (SLL).

Corporate Banking Productivity and Profitability

Corporate Banking Segment Productivity

Productivity	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Loan	**431,646**	**359,699**	**71,948**	**20.0**
Total Third Party Funds	**273,498**	**199,178**	**74,320**	**37.3**
Current Accounts	219,181	141,652	77,529	54.7
Savings	424	274	150	54.6
Deposit	53,892	57,251	(3,359)	(5.9)

Corporate Banking Segment Profitability

Profitability	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Net interest income	9,973	9,512	461	4.8
Other operating income	3,466	3,792	(326)	(8.6)
Other operational expenses	(3,121)	(2,950)	(171)	5.8
Establishment of allowance for impairment losses	133	2,103	(1,970)	(93.7)
Operating profit	10,451	12,457	(2,006)	(16.1)
Net non operating income (expenses)	-	-	-	-
Profit before tax expense	10,451	12,457	(2,006)	(16.1)

In 2025, Corporate Banking Segment credit grew by 15.2% YoY, with a lead focused on top-tier clients by maintaining high-quality growth standards. Meanwhile, Third Party Funds grew by 9.8% YoY, in line with the Bank's policy of focusing on quality and healthy third-party funds.

In terms of profitability, profit before tax in 2025 was recorded at IDR10.5 trillion, supported by net interest income performance through improvements in CASA Cost of Fund (CoF) and the achievement of non-operating income excluding recovery, in line with the growth in transaction volume through comprehensive services. Compared to the profit before tax in 2024, PPOP remained relatively stable, and excluding recovery, it grew by 3.4% driven by NII and FBI.

Prospects, Potential, and Strategy of the Corporate Banking Segment in 2026

The Corporate Banking segment consistently reaffirms its commitment to encouraging sustainable and quality business growth. This commitment is projected to continue in 2026, in line with the direction of government policy through the eight national development missions (Asta Cita) which are expected to be catalysts for strengthening Indonesia's economy. In responding to the dynamics of challenges while seizing opportunities in 2026, the Corporate Banking Segment has formulated and will implement the following strategic plans:

Portfolio Strategy

In implementing the portfolio strategy, the Company will continue its main focus of the business portfolio on the following sectors:

1. Driving the acquisition of Top Priority Customers and strengthening relationships while increasing penetration into the business ecosystem needs of Top Priority Customers' value chains.
2. Enhancing global market expansion with reliable employee capabilities, including digital capability, risk culture, advanced analytics, and market understanding.
3. Increasing sustainable growth in Loans, Interest Income, FBI, and CASA while maintaining optimized risk management.
4. Growing the company's business portfolio and diversifying income by offering a wider range of financial solutions to corporate customers.
5. Accelerating the strengthening of sector expertise capacity.

Business Strategy

The implementation of the business strategy is directed by executing several initiatives as follows:

1. Providing excellent service and integrated & comprehensive financial solutions to corporate customers.
2. Increasing selective business expansion and sustainable financial solutions that will impact Market Share growth.
3. Significantly increasing Corporate Banking profits through synergy to support BNI's overall profit growth.
4. Optimizing synergy with BNI's subsidiaries.

Testimony



Handaka Santoso
Director PT Mitra Adiperkasa Tbk

We would like to express our appreciation for the support provided by BNI to the Mitra Adiperkasa (MAP) Group through responsive and professional services, as well as readiness in accommodating our transactions and business needs.

The innovations implemented by BNI have made our transactions more efficient. Competitive interest rates and flexible credit facilities have greatly assisted us in managing the Company's finances. We also highly appreciate the Supply Chain Financing solutions provided for our subsidiaries engaged in handicraft exports, which facilitate access to liquidity for artisans, most of whom are MSMEs.

BNI has also contributed through marketing collaboration initiatives and efforts to enhance financial awareness among MAP Group employees. We hope that this partnership will continue sustainably and become increasingly innovative.

Testimony



Rusdi Kirana
Co-Founder, PT Lion Mentari Airlines

BNI has become a highly important strategic partner for LION in providing effective financial solutions, well-structured financing processes, and responsive services, which have made a significant contribution to supporting the continuity and success of our business operations.

Over the 20 years of cooperation that have been established, we hope that this strategic partnership will continue and further develop, not only as a driver of sustainable business growth but also as a source of greater value creation for both companies. Through this collaboration, LION and BNI can work together to deliver a greater contribution to Indonesian society.

Testimony



Agoes Projosasmito
President Director, PT AP Investment

BNI has been a consistent and trusted banking partner in supporting our business needs. BNI has demonstrated its role as a strategic enabler, capable of delivering high-impact solutions with high-velocity execution.

We appreciate BNI's commitment to maintaining service quality, strengthening governance, and continuously innovating in line with digital developments. The synergy established with BNI creates sustainable added value and supports our future business growth.

Testimony



Arief Widyawan Sidarto
President Director, PT Amman Mineral Internasional Tbk

AMMAN has built a constructive and professional working relationship with PT Bank Negara Indonesia (Persero) Tbk (BNI) over many years. BNI has been highly responsive, not only in providing banking support but also in understanding our business needs, making its contribution very positive to our day-to-day operations.

Throughout this period, BNI has consistently demonstrated professionalism aligned with the AKHLAK values—upholding trust, delivering competent services, adapting to an ever-evolving business environment, and engaging collaboratively to meet our needs.

We greatly appreciate the cooperation and support provided by BNI to date and look forward to continuing this mutually beneficial partnership.

Testimony



Jimmy Pramono
Vice President Director of PT SMART Tbk

PT Bank Negara Indonesia (Persero) Tbk has consistently demonstrated its commitment to providing professional and trustworthy services. BNI's support through the provision of innovative financial products and services has contributed positively to the growth and sustainability of Sinar Mas Agribusiness and Food and all stakeholders within the Company's business ecosystem.

We appreciate the excellent cooperation established thus far and hope that PT Bank Negara Indonesia (Persero) Tbk and PT SMART Tbk can continue to strengthen synergy between the financial and agribusiness sectors as part of efforts to support the rotation of Indonesia's economic wheel, while contributing sustainably to strengthening sovereignty and equalizing economic, social, and energy equity, in line with the national development direction

INSTITUTIONAL BANKING

The Institutional Banking Business Segment provides banking products and services for Ministries, agencies or institutions sourced from the State Revenue and Expenditure Budget (APBN). The banking solutions provided include management of savings services (current accounts and deposits), distribution of ASN salaries and performance allowances, distribution of social assistance, state revenues (Tax, PNBP, etc.), digital banking (virtual accounts, platform/ecosystem collaboration, and others), domestic/foreign loans and other banking services to meet the needs of Ministries, agencies or institutions so that BNI can serve the business ecosystem as a whole.

Institutional Banking segment customers are divided into clusters of the Ministry of Finance, Coordinating Ministry for Political and Security Affairs, Coordinating Ministry for Law, Human Rights, Immigration, and Correctional Affairs, Coordinating Ministry for the Economy, Coordinating Ministry for Human Development and Cultural Affairs, Coordinating Ministry for Infrastructure and Regional Development, Coordinating Ministry for Community Empowerment, Coordinating Ministry for Food Affairs, State Agencies/Institutions, Ministry of Higher Education, Science, and Technology, Ministry of Primary and Secondary Education, Ministry of Culture, Self-Regulatory Organization (SRO), SKK Migas Group, Social Insurance, and Higher Education which includes Public Service Agencies, Work Units, and Regional Government.

Institutional Banking Customer Profile Parameters

Parameter	Customer Profile
Institutional Banking	Ministries; State institutions; Agencies managed other than at the Head Office level; Education & Research Institutions (Top 100 Universities/Colleges determined by Dikti Kemendikti Saintek); Upstream & Downstream Oil and Gas regulatory instituteons; Government-owned Social Security Providers; Regional Governments with special criteria.

Institutional Banking Competitive Advantage and Innovation

The Institutional Banking Segment serves as an ecosystem orchestrator to acquire ecosystems and APBN derivative businesses, as well as an agent of development as a partner of Ministries, Agencies/Institutions, and Universities in implementing Government programs, including Non-Cash Food Assistance (BPNT), Family Hope Program (PKH), Wage Subsidy Assistance (BSU), Health Operational Assistance (BOK) Puskesmas, Pre-Employment Card Program, Smart Indonesia Card (KIP), Smart Indonesia Program (PIP), Free Nutritious Meals (MBG), Red and White Village/Sub-district Cooperatives (KDKMP), and other Social Assistance, as it provides Liquidity Support in meeting the bank's liquidity needs.

The Institutional Banking Segment has digitized state financial services through various products, such as migrating Ministry current accounts into virtual accounts equipped with a Cash Management System (CMS), Government Credit Card (KKP), and digital solutions (Govtech) to support Government Programs, the APBN ecosystem, and institutional business ecosystems, making BNI a primary partner in daily operational transactions and playing a role in providing advocacy within Ministries, Agencies/Institutions, and Universities.

Institutional Banking Segment Strategy for 2025

Here are the activities that BNI rigorously carried out in 2025 to expand its Institutional Banking segment business:

1. Optimized receipts and expenditures (transactional) within Ministries, Agencies, and Universities.
2. Optimized the collection of third-party funds sourced from government programs, transactional activities of Institutions and BLUs, contribution receipts, tuition payments at Universities, and increasing DHE SDA Customer Fund Accounts.
3. Increased Fee Based Income by expanding financial transaction collaborations, namely BNIdirect, Foreign Exchange Trading, Bank Guarantees, and Custody.
4. Increased the acquisition of Work Units (Satker) to become banking partners through comprehensive financial solutions and by supporting and ensuring the success of Government Programs.
5. Optimized and developed customized digital solutions (Govtech) as an entry point to the financial ecosystem for digital transaction services for Ministry, Agency, and University Customers, aimed at securing low-cost funds (CASA) and Fee Based Income (FBI), as well as accelerating and monitoring ongoing projects.

6. Executed business strategies focused on improving the performance of the customer ecosystems of Ministries, Agencies, and Universities to provide customer solutions through optimization and collaboration with Regions, Centers, Branches, and Subsidiaries (RAM and SAM) to optimize the absorption of APBN funds and credit distribution to third parties (Vendors, Work Units, and BLUs).
7. Increased credit growth for Ministry, Agency, and University Customers through domestic/foreign loans and monitored the realization of the existing pipeline/commitments while maintaining sound credit quality.
8. Conducted continuous people development through training to create reliable human resources.

PRODUCTIVITY AND PROFITABILITY OF THE INSTITUTIONAL BANKING SEGMENT

Productivity of the Institutional Banking Segment

Productivity	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Loans	**40,612**	**37,523**	**3,088**	**8.2**
Total Third Party Funds	**215,798**	**117,817**	**97,981**	**83.2**
Current Accounts	76,647	51,806	24,841	48.0
Saving	426	534	(108)	(20.2)
Deposit	138,724	65,477	73,247	111.9

Profitability of the Institutional Banking Segment

Profitability	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Interest income - net	2,306	2,560	(254)	(9.9)
Other operating income	144	139	5	3.3
Other operational expenses	(1,023)	(977)	(46)	4.7
Establishment of allowance for impairment losses	(11)	(19)	8	(42.9)
Operational profit	1,415	1,702	(287)	(16.9)
Non-net operating income (expenses)	-	-	-	-
Profit before tax expense	1,415	1,702	(287)	(16.9)

On a YoY basis, third-party funds grew by 83.2%, driven by growth in current accounts and deposits. Current accounts grew by 48.0% in line with the optimization of Institutional Banking as an ecosystem orchestrator to acquire the ecosystem and derivative businesses of the State Budget, while deposits grew by 111.9% in line with the entry of the Ministry of Finance's Budget Surplus Fund (SAL) amounting to Rp55 trillion. On the asset side, loans granted amounted to IDR 40.6 trillion, an increase of 8.2% YoY, with the largest contribution coming from financing for the defense equipment sector.

In terms of 2025 profitability, the Institutional Banking segment recorded a profit before tax of IDR1.4 trillion. Other operating income stood at IDR144 billion, an increase of 3.3%, which serves as a positive signal of BNI's increasing role, particularly in driving operational transactions through Ministries, Agencies, or Universities, as well as focusing on increasing Transactional CASA through closed-loop transactions within the Institutional Banking customer ecosystem.

Institutional Banking Business Prospects in 2026

The Institutional Banking segment foresees that the potential of business development in 2025 will remain enormous as we plan to focus on business expansion to gain from the Government's priority focus on Food Security, Energy & Water, Health Services, and Strengthening Education. The Institutional Banking to increase BNI's market share in the distribution of the State Budget, penetration, and derivative businesses in Ministries/Institutions, Self-Regulatory Organizations (SRO), Universities, and Social Insurance.

With a supportive scheme to absorb some of the State Budget funds, the institutional banking segment will gain from the business ecosystem and value chain of institutional customers such as ministries, institutions, and universities to increase CASA with a focus on closed-loop transactions and optimized customer transactions. Further, the Institutional Banking segment will acquire Ministries/Institutions that can give access to corporate partners to the value chain to increase low-cost funds (partner DPK and employee payroll), consumer loans, and the business banking ecosystem.

The 2026 Draft State Budget for Ministry/Central Institution Expenditure is planned at IDR3.136,4 trillion. Other than for inclusive and sustainable economic growth, the budget will be allocated to multi-year projects, strengthening the main weapons system (alutsista)/special material equipment (almatsus) and flagship programs that support short-term fiscal policy strategies.

Institutional Banking Work Plan for 2026

The upcoming 2026 expects further recovery and improvements in the domestic economy despite an equally challenging global economy. As it moves ahead, the Institutional Banking segment will execute the following strategies:

1. The State Budget is still one of the sources of liquidity through optimization of revenues and expenditures (transactional) in Ministries, Institutions, and Universities.
2. Optimize the collection of third-party funds from government programs, Institutional and BLU transactions, Receipt of Contributions, and payment of tuition fees at Universities, and Increasing the DHE SDA Customer Fund Account.
3. Increase Fee Based Income through increased financial transaction cooperation, namely BNIdirect, Foreign Exchange Trading, Bank Guarantee, and Custody.
4. Increase the number of Work Unit (Satker) acquisitions to become banking partners through comprehensive financial solutions that support and succeed Government Programs.
5. Optimize and develop customized digital solutions (Govetch) as an entry point for the financial ecosystem in digital transaction services for Ministry, Institution, and University Customers which aims to generate cheap CASA and Fee Based Income (FBI) and accelerate and monitor ongoing projects.
6. Execute business strategies with a focus on improving the performance of the value chain of Ministry, Institution, and University customers to provide customer solutions through optimization and collaboration with Regions, Centers, Branches, and Subsidiaries (RAM and SAM) in optimizing the absorption of APBN funds and credit distribution to third parties (Vendors, Satker, and BLU).
7. Pursue higher credit growth of Ministry, Institution, and University Customers through domestic/foreign loans, monitor how the plan of existing pipeline/commitments is realized, and maintain credit quality.
8. Run continuous people development through training to create reliable human resources.

COMMERCIAL BANKING

The Commercial Banking segment continues to focus on quality growth and ongoing improvements in credit quality. The Enterprise and Commercial segments consistently carry out business expansion into the derivative businesses and ecosystems of top-tier corporate segments and priority sectors by prioritizing a risk culture, while the Small segment consistently provides ease of access to financing and transaction services for MSMEs.

Parameter	Customer Profile
Enterprise Banking	Companies with Gross Annual Sales (GAS) > IDR300 billion to 1.5 trillion (including business groups) and Maximum Loans > IDR150 billion to 500 billion and/or Average TPF > IDR50 billion to IDR100 billion.
	Loans and Funds of Tbk company customers and their groups; Non-Tbk companies and their groups; Educational Institutions and Foundations.
Commercial Banking	Companies with Gross Annual Sales (GAS) > IDR30 billion to IDR300 billion (including business groups) and Maximum Loans > IDR10 billion to IDR150 billion and/or Average TPF > IDR10 billion to IDR50 billion.
	Loans and Funds of Tbk company customers and their groups; Non-Tbk companies and their groups; Educational Institutions and Foundations.
SME Business	A segment that manages productive loans for Individual and Non-Individual debtors, as well as Third Party Funds (DPK) i.e., Current Accounts, Savings, and Time Deposits for Non-Individual customers with criteria of Gross Annual Sales (GAS) up to IDR30 billion and Maximum Credit and/or Average DPK up to IDR10 billion.
Business Program	Individual and non-individual customers with Gross Annual Sales (GAS) up to IDR30 billion (including their business groups) who have BNI productive loans or program loans with a maximum credit of up to IDR1 billion.

Commercial Banking Segment Plans and Strategy for 2025

In 2025, the Commercial Banking Segment remains focused on high-quality and sustainable growth while strengthening the improvement of credit quality. High-quality business growth is realized through the reinforcement of pipeline management by developing Risk Acceptance Criteria (RAC) to ensure the selection of high-quality customers. Furthermore, expansion is directed toward target markets derived from debtors in priority sectors in each region, exporters, value chain/supply chain of Corporate customers, and other potential customers.

The general Commercial Banking strategy implemented throughout 2025, as previously described, is manifested in the following action steps:

1. Quality & Sustainable Business Growth
   a. Business growth in priority sectors by establishing RM coverage and tailored products, as well as identifying target sectors in each region through evaluations of sector growth, NPL, risk ratings, and field intelligence from CMC.
   b. Increasing Green & Sustainable Financing, with a focus on renewable energy sectors and eco-efficient products.
   c. Developing financing schemes to support Government programs, including financing for nutritious meals, housing development, school renovation & construction, national food estates, and other initiatives.
   d. Developing & Evaluating Credit Schemes focusing on expansion into corporate derivative businesses and SCF schemes for Corporate Diamond Clients.
   e. Expansion of top-tier companies within each economic sector.
   f. Enhancing business activity monitoring through Connect tools to drive increased productivity, quality leads, and support the acceleration of pipeline management.
2. Increasing Funds & Transactions
   a. Increasing cross-selling for transaction banking products, including BNIdirect, trade finance, escrow, and payroll.
   b. Establishing a central team to monitor cross-sales and non-lending product penetration by utilizing data from RM Connect.
   c. Collaborating with the Transaction Banking unit to refine customer transaction platforms to meet future needs.
   d. Developing, organizing, and strengthening the fund management and customer transaction functions for the Enterprise and Commercial Segments.
3. Strengthening BNI's Position as a One-Stop Banking Solution Encouraging MSMEs to Go Productive, Go Digital, and Go Global through various service conveniences. MSME development and empowerment are carried out through synergy and collaboration in the following three aspects:
   a. **Export MSMEs & Diaspora**
      An export-oriented MSME empowerment program designed to compete on the global stage through the BNI Xpora Platform, which assists business players in expanding their reach into international markets. BNI Xpora acts as a connector between exporters and importers and facilitates business matching to ensure safe and efficient transactions. This initiative is further strengthened by the

presence of 8 BNI Overseas Offices (Singapore, Hong Kong, Tokyo, New York, London, Osaka, Seoul, and Amsterdam), which provide ease of access to financing and transactions for Export MSMEs and Diaspora.

b. **Digital Value Chain**
BNI also provides streamlined access to financing for derivative businesses of corporate customers and BNI partners through digital-based value chain lending schemes. This includes the BNIdirect supply chain platform, which accommodates financing needs for buying and selling transactions, helping corporates optimize working capital and cash flow management when collaborating with MSME partners.

c. **Leading Ecosystems**
BNI encourages the formation of leading ecosystems in every service area by leveraging the vast potential of the MSME segment. This is achieved through the distribution of People's Business Credit (KUR) and Commercial Credit, with a focus on low-risk production sectors. This supports the "MSME Go Global" ecosystem through the Xpora empowerment program, digitalization of MSME financial transactions in collaboration with startups for financial recording, and online marketing access through e-commerce collaborations.

4. Enhancement of Relationship Manager Capabilities & Competencies
   a. Continuous HR development in technical & analytical skills through the execution of learning journeys and structured programs, while building core competencies in each specific sector.
   b. Refinement of RM Connect by adding sales enablement features such as wallet sizing, pricing & cross-selling guidelines, and performance tracking at both the portfolio and account levels.
   c. Continuing the implementation of end-to-end credit tools to accelerate and digitize business processes, alongside the refinement of credit underwriting & monitoring.
   d. Optimization of RM/SRM roles and fulfillment of the RM-to-BA ratio of 2:1.
   e. Strengthening System Integrated Monitoring tools to monitor debtor conditions, enabling the determination of precise account strategies for each customer.
   f. Developing leadership capabilities and team potential through structured coaching and mentoring programs.

Commercial Banking Segment Productivity

Productivity	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Total Credit	**210,138**	**179,464**	**30,674**	**17.1**	↓
Total Third Party Funds	**198,397**	**155,359**	**43,038**	**27.7**	↑
Current Accounts	127,147	96,227	30,920	32.1	↑
Saving	42,702	28,808	13,893	48.2	↓
Deposit	28,549	30,324	(1,775)	(5.9)	↑

Commercial Banking Segment Profitability

Profitability	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Interest income - net	11,522	11,977	(455)	(3.8)	↓
Other operating income	5,399	5,062	337	6.7	↑
Other operational expenses	(6,740)	(6,481)	(259)	4.0	↓
Establishment of allowance for impairment losses	(6,214)	(6,906)	692	(10.0)	↓
Operational profit	3,967	3,652	315	8.6	↑
Non-net operating income (expenses)	-	-	-	-	
Profit before tax expense	3,967	3,652	315	8.6	↑

In 2025, Commercial Banking Segment loans were recorded at IDR210.1 trillion, an increase of 17.1% YoY as a result of disciplined pipeline execution.

Third Party Funds in the Commercial Banking Segment reached IDR198.4 trillion, growing by 27.7% YoY. This growth was dominated by low-cost funds (CASA), where current accounts and savings grew by 32.1% and 48.2% YoY, respectively.

On the profitability side, the Enterprise & Commercial Banking segment posted a profit before tax of IDR4,0 trillion, up 8,6% YoY. The largest contribution to the increase came from the increase in Other Operating Income. The increase was in line with the increase in Fee Based Income which reflected BNI's stronger transactional product penetration into the customers of Enterprise & Commercial Banking segment customers, as optimal recovery efforts for low-quality assets. In terms of asset quality, the segment managed to press CKPN Expense to 10% YoY, backed d by improvements in the asset quality of the Enterprise segment, while for the Commercial segment, BNI took prudent steps in anticipating debtor conditions in the future that aligns with the Expected Credit Loss (ECL) concept).

Enterprise & Commercial Banking

The Enterprise & Commercial Banking segment continues to expand business derivatives and ecosystems from top-tier corporate segments and priority sectors by prioritizing a risk culture. This approach aims to ensure a more focused customer management with a distribution of management aligned with established capabilities. Enterprise Banking is directed toward economic sector specialization, while Commercial Banking is directed toward geographical mastery through the establishment of Commercial Banking Division 1, which manages the Sumatra and Kalimantan areas as well as parts of Jabodetabek, and Commercial Banking Division 2, which manages parts of Jabodetabek, Java, Bali, Nusa Tenggara, Sulawesi, Maluku, and Papua.

Enterprise & Commercial Banking Competitive Advantage and Innovation

The Enterprise & Commercial Banking segment manages all banking transaction activities carried out by customers and their business groups by providing a one-stop solution through an integrated digital platform. This includes flagship products such as wondr by BNI, BNIdirect, BNI Debit/Credit Cards, Trade Finance, Bank Guarantees, Insurance, and Treasury products through collaboration with related units.

The Enterprise & Commercial Banking segment offers a competitive advantage to customers by providing the following aspects:

1. Comprehensive Solutions to support customer operations through a variety of asset, liability, and transactional products tailored to customer needs across various channels, including branch offices, business centers, and flagship digital products like wondr by BNI and BNIdirect.
2. Strong Relationships with Anchor Clients, which open opportunities for value chain penetration from Corporate and Institutional segment customers who have derivative business potential within the Enterprise & Commercial Banking market segment.

The Enterprise & Commercial Banking segment continues to innovate to refine internal business processes and provide solutions that meet customer needs, including:

1. Development of Risk Acceptance Criteria (RAC) based on economic sectors and the calibration of customer classification as "Prime" customers through Connect tools as an initial business potential assessment.
2. Development of Sustainability Linked Loan (SLL) schemes and a specialized team to support a sustainable economy in accordance with Environmental, Social, & Governance (ESG) principles for Enterprise customers.
3. Formulation of expansion guidance based on economic sectors and mapping the expansion direction for sectors located in Quadrant 1 (Sector to be Push).

Enterprise & Commercial Banking Segment Productivity

Productivity	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Total Loans	**131,433**	**100,117**	**31,316**	**31.3**	↓
Total Third Party Funds	**84,326**	**57,400**	**26,926**	**46.9**	↑
Current Accounts	60,133	39,448	20,684	52.4	↑
Saving	6,564	2,343	4,221	180.2	↓
Deposit	17,630	15,609	2,021	12.9	↑

In 2025, Enterprise and Commercial Banking Segment loans reached IDR131.4 trillion, growing by 31.3%, reflecting disciplined pipeline execution. Third-party funds reached IDR84.3 trillion, a significant increase of 46.9% YoY, driven by the optimization of debtor and customer transactions. The growth in third-party funds was dominated by low-cost funds, with CASA growing by 59.6% while time deposits grew by 12.9%.

Enterprise & Commercial Banking Business Prospects 2026

BNI views consistent government policies encouraging industrialization—including downstreaming (hilirisasi) to increase added value, reduce imports, and boost exports—as a growth catalyst. Therefore, in 2026, the segment will strengthen quality and sustainable business growth with a primary focus on:

1. Exploring business potential from established target markets based on Corporate customer value chains and sustainable economic sectors aligned with the reinforcement of the ESG portfolio.
2. Implementing initiatives to drive quality growth through the digitalization of monitoring and credit processes via RM Tools (Connect), Single Integrated Monitoring Tools (SIMON), and end-to-end credit tools, as well as initiatives within the 2024-2028 Corporate Plan.

Enterprise & Commercial Banking Action Plan 2026

In 2026, the segment will execute an action plan with a comprehensive strategy aligned with the 2024-2028 Corporate Plan as follows:

1. Quality & Sustainable Business Growth
   a. Business growth in priority sectors by establishing RM coverage and tailored products, as well as identifying target sectors in each region through evaluations of sector growth, NPL, risk ratings, and field intelligence from the CMC.
   b. Increasing Green & Sustainable Financing, targeting growth in renewable energy and eco-efficient products.
   c. Developing financing schemes to support Government Programs, including financing for nutritious meals, housing development, school renovation & construction, national food estates, and other initiatives.
   d. Developing & Evaluating Credit Schemes focusing on expansion into corporate derivative businesses and SCF schemes for Corporate Diamond Clients.
   e. Expansion of top-tier companies within each economic sector.
   f. Enhancing business activity monitoring through Connect tools to drive productivity, quality leads, and support the acceleration of pipeline management.
2. Increase in Funds & Transactions
   a. Increasing cross-selling for transaction banking products such as BNIdirect, trade finance, escrow, and payroll.
   b. Establishing a central team to monitor cross-sales and non-lending product penetration by utilizing data from RM Connect.
   c. Collaborating with the Transaction Banking unit to refine customer transaction platforms to meet future needs.
   d. Developing, organizing, and strengthening the fund management and customer transaction functions for the Enterprise and Commercial Segments.
3. Enhancement of Relationship Manager Capabilities & Competencies
   a. Continuous HR development in technical & analytical skills through the execution of learning journeys and structured programs, while building core competencies in each specific sector.
   b. Refining RM Connect by adding sales enablement features such as wallet sizing, pricing & cross-selling guidelines, and performance tracking at both the portfolio and account levels.
   c. Continuing the implementation of end-to-end credit tools to accelerate and digitize business processes, alongside the refinement of credit underwriting & monitoring.
   d. Optimizing RM/SRM roles and fulfilling the RM-to-BA ratio of 2:1.
   e. Strengthening System Integrated Monitoring tools to monitor debtor conditions, enabling the determination of precise account strategies for each customer.
   f. Developing leadership capabilities and team potential through structured coaching and mentoring programs.

SME Business & Business Program

SME Business & Business Program is a BNI segment that manages small loans and non-individual third-party funds of up to IDR10 billion.This segment offers ease of financing access and ease of transactions for MSMEs.

Competitive Advantage and Innovation of SME Business & Business Program

BNI offers convenient financial solution services for customers through innovative digital channels and an extensive outlet network throughout Indonesia, as well as overseas branch services that facilitate cross-border transactions. Supported by a solid corporate business portfolio, BNI has a competitive advantage in capturing the potential of ecosystems and business derivatives from the Wholesale segment, which has become one of the primary drivers of Retail Banking growth. The synergy between network strength, digital innovation, and a robust corporate customer base enables BNI to expand its service reach and deepen relationships with various customer segments.

BNI is committed to driving MSME growth in Indonesia by continuing to innovate, offering fast and easy services for MSME partners through the digitalization of credit processing based on the BNIMove (BNI Mobile Innovation) application, as well as supporting MSMEs to Go Global through BNI Xpora, which offers convenience for export-oriented MSMEs.

Business Program & Retail Productive Banking provides a choice of financing solutions for customers who want to increase their business capacity by adding capital and providing financial services to make it easier for customers to transact, as follows:

1. Working Capital Credit (KMK) Is a credit used to increase a company's working capital, e.g., for purchases of raw materials, production costs, marketing, etc.
2. Investment Credit Medium or long-term credit for capital expenditures and services needed for the rehabilitation, modernization, or expansion of existing projects and the establishment of future projects.
3. Fast Trex Export Credit Fast Trex is one of Xpora's solutions in supporting Go Productive MSMEs by providing easy and integrated financing for export-oriented MSMEs (direct and indirect).
4. Supply Chain Financing (SCF) Retail BNI Supply Chain Financing Retail (BNI SCF Retail) is BNI's financing solution to Corporate Partners through accelerating payment receipts from Bowheer and in making payments to Principals.
5. Credit to Linkage Institutions (KKLK) As a form of BNI's commitment to help develop financial institutions in Indonesia, BNI offers financing solutions in the form of Credit to Financial Institutions (KKLK). Credit to Financial Institutions is a credit facility provided to and/or through Financial Institutions and further distributed to end users through strategic alliances (cooperation).
6. Cash Collateral Credit (CCC) Cash Collateral Credit (CCC) is a credit secured by savings in the form of deposits/current accounts/savings issued by BNI, which customers can use as additional working capital for customer businesses.
7. Bond Collateral Credit (BCC) This is a credit facility provided to individual and non-individual customers in the form of Limited Liability Companies (PT) with credit collateral in the form of tradable Government Securities (SBN) issued by the Government of the Republic of Indonesia. Customers can use this credit facility to get additional working capital for customer businesses.
8. People's Business Credit (KUR) People's Business Credit (KUR) is a subsidized financing program from the government designed to give Micro, Small, and Medium Enterprises (MSMEs) a broader access to capital.
9. BNI Wirausaha (BWU) BWU is a credit facility for productive businesses, both in the form of Working Capital Credit (KMK) and Investment Credit (KI), with a maximum credit of up to IDR 1 billion.
10. Labor-Intensive Industry Credit (KIPK) Is an investment credit or investment credit combined with working capital credit provided to individual debtors or productive business entities in labor-intensive industries, with a credit maximum of >IDR 500 million up to IDR 10 billion.
11. Housing Program Credit (KPP) Is an Investment Credit or Working Capital Credit provided to MSMEs, both individuals and business entities, to support the achievement of priority programs in the housing sector. KPP is distributed through two schemes, namely Demand-Side Housing Program Credit (KPP) with a credit maximum of >IDR 10 million to IDR 500 million, and Supply-Side Housing Program Credit (KPP) with a credit maximum above IDR 500 million.

SME Business & Business Program Banking Segment Productivity

Productivity	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Loans	**78,705**	**79,346**	**(641)**	**(0.8)**
Total Third Party Funds	**114,071**	**97,959**	**16,112**	**16.4**
Current Accounts	67,014	56,778	10,235	18.0
Saving	36,138	26,465	9,673	36.5
Deposit	10,919	14,715	(3,796)	(25.8)

SME Business & Business Program segment loans were recorded at IDR78.7 trillion, a slight correction of 0.8% YoY. In 2025, the primary focus was on improving credit portfolio quality and strengthening the management of the Loan at Risk (LaR) portfolio. Third-party funds (DPK) for this segment grew by 16.4%, primarily supported by the growth of low-cost funds (CASA).

Plans and Strategies for the SME Business & Business Program Segment 2026

In 2026, the SME and Business Program segment will implement several strategic focuses as follows:

1. Strengthening the development of value chain businesses and wholesale customer ecosystems to drive retail CASA growth, increase customer Product Holding Ratio (PHR), and enhance cross-selling activities focused on increasing closed-loop transactions.
2. Increasing transaction-based retail CASA with a focus on closed-loop transactions and raising the PHR to enhance customer engagement.
3. Focusing on productive loan expansion targeting top-tier players in regional leading sectors and business ecosystems.
4. Improving credit quality through the refinement of underwriting processes and the enhancement of risk culture.
5. Driving MSMEs to Go Global through the BNI Xpora program.

CONSUMER BANKING

BNI's **Consumer Banking** sector focuses on providing banking services for individual customers, encompassing savings products, loans, and digital solutions. This sector continues to grow with the objective of becoming **a Lifetime Banking Partner** for its customers.

The Consumer Banking sector covers several segments and consumer banking activities as follows.

1. **Consumer Segment**, the consumer segment manages individual customers with Assets Under Management (AUM) of up to IDR500 million, through the offering of savings products, deposits, consumer loans, and banking transaction management.
2. **Wealth Management**, Wealth Management manages individual customers with Assets Under Management (AUM) starting from IDR500 million and High Net Worth Individual (HNWI) customers with managed funds of IDR1 billion and above. This is achieved through personalized and premium banking services tailored to customer needs, supported by curated products and services combined with best-in-class holistic advice from BNI's professional team.
3. **Consumer Product**, Consumer Product is responsible for providing retail banking products, with a primary portfolio consisting of BNI Griya (Mortgage), BNI Fleksi (Unsecured Loan), other consumer loans, as well as customer deposits in the form of savings and time deposits.
4. **Credit Card**, the credit card segment manages the credit card business, including customer acquisition, portfolio management, as well as the development of credit card features and benefits.
5. **Retail Digital Product**, Retail Digital Product is responsible for the development of retail digital banking products and expanding strategic partnerships, particularly within the digital payment, merchant, and electronic money ecosystems.

The Consumer Banking sector consistently develops synergies across consumer products—including savings, consumer loans, cards, and merchant ecosystems—that align with the customer segment's value proposition. These efforts are reinforced by an end-to-end marketing communication strategy to drive growth, acquisition, and customer loyalty.

Consumer Banking Profile Parameters

Parameter	Customer Profiles
Consumer Banking	Individual customers with Assets Under Management (AUM) < IDR500 million.
Wealth Management	Individual customers with Assets Under Management (AUM) > IDR500 million, where the calculated AUM includes individual funds in savings, time deposits, current accounts, investment products (Mutual Funds, Bonds) and insurance (Bancassurance).

Competitive Advantage and Innovation of Consumer Banking

BNI's Consumer Banking sector possesses a strong competitive advantage, underpinned by an extensive network and customer base, a comprehensive consumer product portfolio, and integrated digital capabilities. With a segmentation-based customer management approach, BNI consistently develops synergies across savings products, consumer loans, cards, and merchant ecosystems that are relevant to the needs and lifestyles of customers.

Supported by a solid corporate business portfolio, BNI has a competitive advantage in capturing the potential of ecosystems and business derivatives from the wholesale segment, which serves as one of the growth engines for the consumer business. This advantage is further strengthened through continuous innovation in the form of end-to-end digital solution development, the utilization of data analytics to drive more personalized and targeted offers, and the reinforcement of integrated marketing communication strategies. Furthermore, BNI continuously enhances the value proposition of its products and services by providing relevant and integrated bundling packages, aligned with the customer journey of payroll-based, business owner, and professional segments, while strengthening acquisition penetration of the young generation. These steps are expected to increase customer loyalty and satisfaction while sustainably expanding the quality customer base. This strategy also serves as the foundation for strengthening BNI's consumer ecosystem to drive sustainable long-term business growth based on customer relationships.

Consumer Banking Plans and Strategies 2025

In 2025, several strategic focuses implemented by BNI in the Consumer Banking segment are as follows:

1. Strengthen the development of the value chain business and wholesale customer ecosystem to drive the growth of retail CASA, increasing customer PHR and cross-selling products that focus on increasing closed-loop transactions.
2. Continuously develop wondr by BNI to improve customer journey & customer transactions in accordance with the targeted customer segments.
3. Focus on quality expansion on top-tier developers & selected partners for consumer credit.
4. Increase wealth business through increasing value proposition, strengthening RM, and developing global capacity through the launch of BNI Emerald Singapore services.
5. Increase credit card business through new product innovation and continuous development of existing products, acquisitions focused on quality segments, and increasing acquisitions by optimizing wondr by BNI digital channels.

Productivity and Profitability of Consumer Banking Segment

Consumer Banking Segment Productivity

Productivity	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Loans	**152,795**	**139,187**	**13,608**	**9.8**
Total Third Party Funds	**305,004**	**294,602**	**10,402**	**3.5**
Current Accounts	2,828	3,348	(520)	(15.5)
Saving	241,944	226,915	15,029	6.6
Deposit	60,232	64,338	(4,107)	(6.4)

Consumer Banking Segment Profitability

Profitability	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Interest income - net	13,863	13,941	(78)	(0.6)
Other operating income	8,051	8,053	(2)	(0.0)
Other operational expenses	(11,984)	(11,407)	(577)	5.1
Establishment of allowance for impairment losses	(2,999)	(2,337)	(662)	28.3
Operational profit	6,931	8,251	(1,320)	(16.0)
Non-net operating income (expenses)	-	-	-	-
Profit before tax expense	6,931	8,251	(1,320)	(16.0)

In 2025, the Consumer Banking segment managed to record growth in credit and third-party funds of 9.8% and 3.5% respectively compared to the same position in 2024. This growth in third-party funds was driven by the increase in consumer segment savings to 6.6% in 2025. This is in line with BNI's strategy to focus on encouraging the increase of CASA and optimizing transactional banking by utilizing the potential of the value chain and increasing transactions through wondr by BNI.

On the profitability side, income before tax in 2025 was recorded at IDR6.9 trillion, or a decrease of 16.0% YoY. This decline was caused by pressure on interest expense as an impact of tight liquidity conditions. Nevertheless, fee-based income grew by 2.8% YoY in line with the penetration of transaction volumes, including through digital channels.

Productivity, Operational and Business Performance of Credit Cards

Credit card productivity was reflected in the positive growth of credit card outstanding throughout 2025. Credit card outstanding in 2025 experienced a growth of 8.9% compared to the position at the end of 2024.

This is in line with the credit card strategy to continue encouraging the digitalization of products and services as well as expanding the penetration of merchant ecosystems and partnerships.

Product	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Credit Card	16,330	15,000	1,330	8.9

Consumer Banking

The consumer retail segment manages individual customers in the affluent, upper mass and mass categories that are differentiated based on the management of AUM up to IDR1 billion. The customer business strategy focus in the consumer retail segment is based on the payroll business, professionals and business owners to selectively target solution-based financial transaction needs. These transaction needs are packaged in a profitable bundling package to create close loop transactions for all customers' financial activities.

The consumer retail segment offers a wide range of financial solutions for customers both through easy access to and financial services to facilitate customer transactions, as follows:

1. **Home Ownership Credit – BNI Griya**
   BNI Griya is a credit facility aimed at individuals for the needs of owning residential houses, apartments, shophouses and holiday homes (villas) for purchasing plots/land, construction, renovation, refinancing, take over and top up.
2. **Unsecured Credit – BNI Fleksi**
   BNI Fleksi Unsecured Credit is an unsecured loan facility intended for individual applicants, specifically payroll customers such as active employees, prospective retirees, retirees, professionals, as well as BNI Emerald/Private customers, to meet all consumer needs.

3. **BNI Instan**
   BNI Instan is a credit product guaranteed by Deposits, Savings, BNI Current Accounts and Government Securities (SBN) which can be traded.
4. **Credit Card**
   Credit cards are a consumer loan product as a means of payment using cards or virtual cards which can be used by individuals and corporations to make payments for obligations that arise, such as shopping transactions and/or cash withdrawals. BNI credit card products consist of:
   a. Regular Credit Cards, consisting of BNI Visa Gold, BNI Mastercard Gold, BNI JCB Gold, BNI Amex Vibe, BNI Mastercard Titanium, BNI Visa Platinum, BNI JCB Precious, BNI JCB Ultimate, BNI Mastercard World, BNI Visa Signature, and BNI Visa Infinite.
   b. Co-Branding Credit Cards, consisting of Garuda BNI, BNI Pertamina, BNI Telkomsel, BNI Bank BJB, BNI LOTTE Mart, BNI Batik Air, BNI Siloam Hospitals, BNI XL Prioritas, and BNI MAP Club.
   c. Affinity Credit Cards, consisting of: University Affinity Cards, Alumni Association Affinity Cards, Community/Organization Affinity Cards, and Company Employee Affinity Cards.
   d. Corporate Credit Cards, consisting of: BNI Visa Corporate Card Gold, BNI Visa Corporate Card Platinum, BNI Mastercard Corporate Card, BNI Kartu Kredit Indonesia.
   e. Private Label Credit Cards consisting of: BNI Travelling Card, BNI Health Card, BNI Distribution Card, and BNI Gasoline Card.
   f. BNI Kartu Tunai is a revolving unsecured loan that can be converted into fixed installments, can only be used to make cash withdrawals at BNI branches or ATMs. BNI Kartu Tunai also collaborates with fintech companies by providing loans in the form of cash loans carried out with a peer to peer lending scheme.

To manage customer deposits or TPF, BNI has a variety of savings products to meet the needs of all customers, which include savings, current accounts and deposit products.

1. **Savings Products**
   a. Tabungan Plus (Taplus), is a savings account that provides PLUS services with various features and benefits.
   b. Taplus Bisnis, is a savings product intended for business actors and non-business actors, both individuals and non-individuals, which is equipped with features and facilities that provide convenience and flexibility in supporting business ventures.
   c. TAPPA (Taplus Employees/Members), is a savings intended for employees/members of a company/institution/association/professional organization that collaborates with BNI which functions as a means of savings and employee/member identity cards.
   d. Taplus Muda, is a savings product in the form of savings intended for young people with ages ranging from 17 (seventeen) years to 35 (thirty-five) years.
   e. Taplus Anak, is a savings product to help teach children to save from an early age, intended for children under 17 (seventeen) years of age.
   f. Tapenas & Lifegoals, are term savings products and features to help financial planning to realize future goals with more certainty through a monthly autodebit feature with higher fund development than regular savings. These facilities can be accessed through the wondr by BNI application or opened at BNI branch offices.
   g. wondr multicurrency, is a savings product in the form of savings with options for up to 12 foreign currencies with transaction capabilities in local currencies of more than 32 countries and real-time foreign exchange trading transactions.
2. **Current Account Product**
   The consumer segment offers Individual Giro products to its customers as escrow and transactional accounts. Together with other products, Individual Giro is offered to consumer segment customers in the form of a bundling package together with other consumer products. The focus of the offer is aimed at Business Owner customers as an effort to work on the cash-to-cash business cycle from upstream to downstream so as to create a one-stop-solution for Business Owner customers' finances.
3. **Deposit Product**
   BNI Deposito is a term savings in various choices of currencies (IDR/USD/SGD/JPY/HKD/EUR/GBP/AUD) with attractive interest rates. BNI Deposito can be an investment choice for customers who want relatively higher returns.

Wealth Management

BNI Wealth Management targets individual customers with Assets Under Management (AUM) of IDR500 million and High Net Worth Individual (HNWI) customers with Assets Under Management (AUM) ≥ IDR1 billion, which are classified into two main segments, namely BNI Emerald with a minimum AUM of IDR1 billion and BNI Private Banking with a minimum AUM of IDR15 billion.

In executing its business strategy, BNI Wealth Management focuses on strengthening its position as a bank that is strong in Global Privilege by prioritizing high-quality services, both domestically and overseas. This strategy is supported through strong synergy with BNI Group as well as collaboration with Top Tier Investment Managers in Indonesia and Singapore, to provide comprehensive wealth product solutions.

The range of products offered includes Mutual Funds, Bonds, Treasury Products, and Bancassurance, which are designed to meet customers' wealth management needs in a comprehensive and sustainable manner.

Wealth Management Segment Performance

Description	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
AUM	224,110	204,318	19,792	9.7
FBI Investasi	389	288	101	35.1

In 2025, Wealth Management AUM grew by 9.7% YoY. This growth was primarily supported by the BNI Private Banking segment, which grew aggressively by 30% YoY, while the BNI Emerald segment recorded growth of 5% YoY.

The composition of Wealth Management assets under management is still dominated by short-term products such as savings and time deposits. However, along with the increasing understanding and needs of customers regarding yield optimization, more customers are diversifying their portfolios into investment products, particularly Mutual Funds, which recorded significant growth of more than 278% YoY.

In line with the AUM growth, Wealth Management business performance was also reflected in the increase in FBI, which grew by 20% YoY, primarily driven by the performance of investment products which increased by 35% YoY.

Consumer Banking Business Prospects for 2026

In 2026, Indonesia's economy is expected to continue its upward trend amidst high global economic uncertainty. In line with these conditions, the business outlook for Consumer Banking in 2026 is expected to remain strong and has the potential to continue being the main driver of BNI's business growth. The banking industry is required to continuously improve digital capabilities, broaden financial inclusion, and offer integrated financial solutions to enhance customer experience and loyalty. These conditions present the Consumer segment with opportunities to continue recording sustainable growth in the future.

To optimize the potential for consumer business growth, BNI will implement a strategy focused on increasing transaction-based Retail CASA to strengthen a stable and low-cost funding structure. BNI will also continue the sustainable development of digital channels to enhance convenience, ease, and service quality for customers. This strategy is reinforced by increasing business penetration sourced from the value chain of wholesale segment customers, thereby expanding the retail customer base organically. In addition, BNI will offer product bundling packages tailored to customer needs as part of providing integrated and high-value-added one-stop solutions.

Consumer Banking Work Plan for 2026

In 2026, the Consumer Banking Segment is expected to be one of the main driving forces of BNI's business with the following strategic highlights:

1. Focus on Digital Transformation and Customer Journey. BNI continues to strengthen digital banking as the main pillar of the consumer banking strategy to acquire, serve, and retain retail customers.

2. Strengthen institutional payroll as the main anchor for consumer customer acquisition, CASA growth, and as an entry point for cross-selling consumer products.
3. Develop merchant and business owner ecosystems that focus on increasing customers' closed-loop transactions, fund placement, and the organic expansion of the consumer customer base.
4. Strengthen consumer banking business within the education ecosystem as an entry point for young generation acquisition and building digital banking engagement from an early age.
5. Expand quality consumer credit with selected partners, strengthening and accelerating the end-to-end consumer credit process, as well as disciplined and measurable risk management.
6. Increase the credit card business through quality acquisition of selected customers, tapping into the potential of business ecosystems, and increasing transaction volume through strengthening digital capability.
7. Differentiate the proposition (particularly for Private Banking customers) by providing hyper-personalized financial advice to preserve wealth across generations, including access to global wealth services through collaboration with overseas branches (e.g., Wealth Singapore).
8. Enhance the competitive position of the BNI Group by driving the penetration of Subsidiaries within BNI's customer base.

TREASURY & INTERNATIONAL BANKING

In the Treasury & International Banking segment, BNI is committed to providing comprehensive financial solutions (one-stop financial solutions) while consistently prioritizing customers' needs and risk profiles. This commitment is delivered through best-in-class banking products designed to support the business activities of both local and international customers.

Treasury & International Banking Customer Profile Parameters

Parameter	Customer Profile
International Banking	a. Domestic:
	1. Banking and Non-Banking Financial Institutions; Regulatory and Non-Regulatory Pension Funds; Bank Himbara Subsidiaries; Indonesian Financial Group (IFG); Fintech related to financing; Venture Capital
	b. Overseas:
	1. Financial Institutions, both Bank and Non-Bank, located overseas, including remittance companies. 2. Companies that are located and legally incorporated overseas. 3. The Indonesian diaspora residing abroad.

Plans and Strategies for the Treasury & International Banking Segment in 2025

In 2025, the Treasury & International Banking segment is committed to delivering comprehensive financial solutions while implementing strategic initiatives to maintain healthy liquidity conditions, strengthen capital adequacy, and maximize profit contribution in both domestic and international markets. Throughout 2025, Treasury & International Banking implemented the following strategies:

1. **Treasury**
   a. **Financial Strategies**
      i. Optimizing the management of rupiah and foreign currency liquidity.
      ii. Maximizing excess liquidity by placing funds in instruments offering the most optimal returns (yield), while continuing to consider short-term liquidity requirements.
      iii. Expanding the securities portfolio and foreign exchange trading book with measured risk, through both primary and secondary markets.
      iv. Optimizing the management of the securities banking book and Net Open Position (NOP), taking into account liquidity needs, customer requirements, regulatory ratios, and domestic and global financial market conditions.
      v. Enhancing the management of hedging products to strengthen the delivery of hedging solutions to customers, increase fee-based income (FBI), and support financial market deepening.
      vi. Optimizing wholesale and retail treasury transactions through BNI's digital platforms for foreign exchange and bond products.

vii. Optimizing the carryover of USD/IDR open positions with disciplined and measurable risk management.
viii. Enhancing yield enhancement products to increase fee-based income, supported by prudent risk management.
ix. Optimizing the use of BNI's digital platforms to improve bond investment services and foreign exchange transaction utilization, thereby enhancing customer experience.
x. Optimizing the utilization of supporting tools for daily transaction activities and customer portfolio management.

b. **Non-Financial Strategies**
i. Developing and migrating the Treasury Management System (TMS) to better support Treasury business operations.
ii. Strengthening synergy with related business units, including Corporate Banking, Institutional Banking, Syndication & Corporate Solution, International, and Regional/Branch Offices, to acquire top-tier and diamond clients, including through regional sales initiatives.
iii. Proactively providing education and offering hedging products to customers to enable them to select appropriate hedging solutions aligned with their business characteristics and risk appetite, for FX and bond products (including bond forwards and bond options).
iv. Enhancing the competencies and capabilities of marketers, relationship managers, and front liners across business units, regional offices, and branches in Treasury products as a one-stop solution for customer needs, while increasing cross-selling and market share from flow customers.
v. Positioning the Bank as a treasury expert by providing knowledge enhancement and product literacy on Treasury products to both internal and external stakeholders, including serving as a resource person and regulatory partner in support of financial market deepening.
vi. Strengthening customer engagement, particularly among potential customers, through customer loyalty programs, sharing sessions, customer gatherings, and workshops related to Treasury products, aimed at increasing Treasury transaction market share.
vii. Implementing effective and efficient marketing strategies through above-the-line and below-the-line initiatives aligned with customer segmentation, alongside aggressive marketing of digital Treasury products to increase transaction volumes in foreign exchange, derivatives, and bonds from flow customers.

2. **International Banking**
a. **Portfolio Strategy**
Optimizing exposure to high-quality Financial Institutions (FI) and Non-Bank Financial Institutions (NBFI) through a selective and risk-based approach. The FI portfolio is focused on strengthening bank-to-bank relationships that support transaction services, liquidity management, and trade financing. Meanwhile, the NBFI portfolio is directed toward sustainable partnerships with long-term growth potential, with a focus on providing services to top-tier companies within the non-bank financial and financing industries.

b. **Business Strategy**
Driving growth through increased volume and quality of cross-border transactions, the development of trade finance and transaction banking solutions, and optimization of the role of overseas branches (KLN) as regional hubs. For the FI segment, the strategy emphasizes enhanced cross-network collaboration, expansion of international transaction services, and strengthening the Bank's role in payment flows and liquidity management. For the NBFI segment, the focus is on developing value-added services, including custodial, trustee, and digital solutions that enhance efficiency and scalability. The NBFI segment also continues to support the provision of financial services, such as productive lending, to top-tier financing companies, while collaborating with various stakeholders within the financial and insurance industries to reinforce BNI's position as a key player in the market.

All of these strategies are supported by transformation initiatives encompassing the strengthening of digital capabilities, enhancement of service quality, and continuous improvement of processes and governance. The Bank remains committed to upholding the principles of Good Corporate Governance to ensure that business growth is aligned with prudent risk management and sustainable compliance.

Profitability of Treasury & International Banking

Profitability	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Net interest incomes	1,580	1,498	82	5.5
Other operating incomes	4,022	3,084	938	30.4
Other operating expenses	(1,919)	(1,730)	(189)	10.9
Allowance for impairment losses	(47)	(25)	(22)	90.1
Operating profit	3,637	2,827	810	28.6
Net non-operating income (expenses)	-	-	-	-
Profit before tax	3,637	2,827	810	28.6

International & Financial Institutions

International & Financial Institutions offers a one-stop financial solution to support the business activities of both local and international customers, comprehensively covering credit distribution, fund management, and other transactional activities.

International & Financial Institutions serves as the main bridge between domestic and international business activities, also acting as an enabler for increasingly complex cross-border trade flows, investments, and financial transactions.

Through Overseas Offices, the integration between products, services, and international networks enables BNI to establish efficient, secure, and sustainable transactions. Furthermore, the presence of overseas branches (KCLN) in various international financial and trade centers provides significant strategic value. KCLN functions as a distribution channel for cross-border services, as well as a source of market information and a means to strengthen business relationships. KCLN also serves as a vehicle to expand BNI's presence in the global ecosystem, supported by human resources who possess both international and local expertise.

International & Financial Institutions Competitive Advantages and Innovations

Competitive Advantages

BNI continues to assert its position as the Indonesian bank with the largest global network. BNI's international network includes Overseas Branches (KCLN) spread across various world financial centers, such as Singapore, Hong Kong, Tokyo, London, New York, and Seoul. Furthermore, BNI also maintains Representative Offices in Amsterdam and Sydney, as well as a Sub-Branch in Osaka and a remittance branch in Singapore, strategically expanding its reach into global markets.

Moreover, excellence in institutional relationships with Financial Institutions (FI) and Non-Bank Financial Institutions (NBFI), both domestically and abroad, plays a major role as the primary driver for the integration of BNI's international financial ecosystem. This is achieved by leveraging global networks, product capabilities, and cross-unit synergies to support transaction flows, funding, and investments related to Indonesia.

The presence of this international network strengthens BNI's role as a strategic partner in supporting international business activities while opening wider access to financial services. This provides a tangible contribution to strengthening Indonesia's economic position on the global stage and supports the expansion efforts of corporate and retail customers into international markets.

Through its extensive international network, BNI's Overseas Branches (KCLN) support the financing needs of large corporations in cross-border trade activities, including trade finance, foreign exchange risk management (forex hedging), and liquidity management (treasury management). BNI's Overseas Branches (KCLN) serve as strategic partners for companies expanding their operations into international markets by providing services such as advisory, project financing, and structured financing.

BNI's Overseas Branches (KCLN) actively facilitate cross-border trade transactions, ranging from trade settlement to cross-currency payments, to ensure the smooth operations of corporate customers. With a focus on the wholesale segment, BNI continues to innovate to provide financial solutions designed to drive global business growth and enhance the competitiveness of Indonesian companies in international markets.

As a form of commitment to the Indonesian diaspora, BNI's Overseas Branches (KCLN) provide support to diaspora entrepreneurs abroad through financial solutions designed to support their business development and business matching with Indonesian entrepreneurs through the Xpora program. BNI assists diaspora entrepreneurs in contributing to the strengthening of the Indonesian economy while reinforcing cross-border business relationships.

Through synergy with various parties, BNI's Overseas Branches (KCLN) also support the growth of Indonesian trade with other countries and investment into Indonesia from abroad, in line with the company's strategy to strengthen the global network and provide the best services to both corporate customers and diaspora entrepreneurs.

International & Financial Institutions Sector Productivity

Productivity	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Credit	**47,823**	**45,678**	**2,145**	**4.7**
Total Third Party Funds	**29,198**	**25,716**	**3,482**	**13.5**
Current Account	7,917	8,456	(539)	(6.4)
Savings	220	173	47	27.5
Deposits	21,062	17,088	3,973	23.3

In 2025, International Banking segment loans grew by 4.7% YoY in line with the increasing portfolio of non-bank financial institution customers. Furthermore, Third-Party Funds also recorded an increase of 13.5% YoY, supported by the optimization of low-cost funds from customers.

International & Financial Institutions Prospects, Potential and Strategy for 2026

The International & Financial Institutions Division is committed to continuous development in line with the increasing activities of FIs and NBFIs in supporting trade, investment, and financial market development. The need for reliable, efficient, and global-standard cross-border transaction services will continue to rise, providing opportunities for BNI to strengthen its role as a strategic partner.

In 2026, BNI focuses its strategy on strengthening the international network by optimizing the role of Overseas Branches (KCLN) and the correspondent banking network through several initiatives:

a. Strengthening support for Indonesia-related businesses, both for national corporations expanding abroad and for international entities with business links to Indonesia. By leveraging the global network, BNI is expected to provide more integrated international banking services.
b. BNI also targets an increased role in investor relations, primarily in providing financial services to facilitate investment flows from abroad into Indonesia, particularly through strengthening international desk functions and developing partnerships with overseas NBFIs.
c. Strengthening cross-border transactions remains a primary focus in deepening relationships with the FI segment. Through the optimization of international transaction infrastructure, increased collaboration with global FIs, and the utilization of the correspondent network, BNI strives to enhance the quality and scale of cross-border transaction services.

With a strong foundation in the FI and NBFI segments, along with increasingly solid international network support, BNI is expected not only to be a driver of international business growth but also to contribute significantly to strengthening the national financial ecosystem and enhancing BNI's global competitiveness.

Testimony



Luther T. Panjaitan
Head of PR and Government Relation BYD Indonesia

BYD extends its highest appreciation to PT Bank Negara Indonesia (Persero)Tbk for the support provided in the issuance of Bank Guarantee Under Counter (BGUC) with a total value of IDR16.5 trillion. BNI has demonstrated strong capabilities in meeting BYD's expectations, particularly in terms of service responsiveness and adherence to the required Service Level Agreement (SLA). The issuance of this BGUC constitutes a critical component in supporting the smooth execution and realization of BYD's strategic investment plans in Indonesia, and reflects BNI's role as a reliable and responsive banking partner for global investors.

Testimony



Ferdian Timur Satyagraha
Director of Finance and Strategic Planning
PT Pegadaian

Pegadaian and BNI have built a very strong partnership in funding and transaction services, ranging from loan facilities and business collaboration to collection, disbursement, and integrated API payment solutions that speed up and simplify payments. This synergy has significantly supported our liquidity management, improved operational efficiency, and delivered a more convenient transaction experience for Pegadaian's customers across Indonesia.

Testimony



Sylvanus Gani Kukuh Mendrofa
Director of PT Adira Dinamika Multi Finance Tbk

BNI has always shown commitment, professionalism, and responsive support in meeting Adira Finance's banking and financing needs. The collab we've created not only gives benefits in business terms but also builds s trust and a long-term, sustainable partnership. We are confident that the collaboration between Adira Finance and BNI will thrive and grow long into the future.

Testimony



Feriansyah
Owner Bakso Rindu Kampung and Halo Indonesia Restaurant at South Korea

I would like to express my sincere appreciation for the support provided by BNI Seoul, which has enabled our business to grow successfully in South Korea.

We have been a debtor of BNI Seoul since 2022 to date, during which BNI Seoul supported the financing of our first business venture, the Indonesian restaurant Bakso Rindu Kampung, located in the Itaewon area of Seoul, through a Diaspora Loan facility with competitive interest rates and a streamlined process. With the support from BNI Seoul, we have been able to expand our business by establishing new branches in other strategic locations.

We hope that the support from BNI Seoul will continue in line with the growth of our business, so that Indonesian MSMEs in South Korea can continue to develop and thrive.

Testimony



Mr. Nishiyama
PT Ohkuma Industries Indonesia

Amid intensifying global competition that requires export-oriented local companies to achieve greater efficiency in terms of cost of funds, PT Ohkuma Industries Indonesia has greatly benefited from the support provided by BNI through facilities under its International Banking products since 2022. This support includes, among others, Standby Letter of Credit (SBLC) guarantees issued by The Shoko Chukin Bank. With the assistance of BNI's International Desk, Ohkuma Industries Indonesia has been able to continue developing its business through ongoing expansion initiatives. The collaboration between BNI and The Shoko Chukin Bank in providing SBLC guarantees to PT Ohkuma Industries Indonesia represents tangible support for strengthening economic relations between Indonesia and Japan. We view this initiative as a concrete effort to optimize foreign investment in Indonesia, particularly in light of the increasing inflow of foreign direct investment, especially from Japan.

We hope that the cooperation among Bank BNI, The Shoko Chukin Bank, and Ohkuma Industries Indonesia will continue, delivering mutual business benefits to all parties involved and, ultimately, contributing to the continued growth of the Indonesian economy.

Testimony



Ibu Suprapti
Owner Waroeng Padang Lapek

As diaspora entrepreneurs, we build our business far from our homeland with many limitations, including access to financing. A central kitchen is very important for Waroeng Padang Lapek because all of our cooking processes are carried out in one place to ensure consistent taste quality. Financing support from BNI has helped us gradually and realistically realize this need. We found the process to be quite clear and suited to the conditions of a small business that is growing overseas.

For us, BNI's presence is not only as a bank, but as a partner that understands the journey of Indonesian diaspora businesses. The approach feels personal and uncomplicated, making it easier for us to manage our day-to-day operations. This support gives us the confidence to continue growing and to create job opportunities for the surrounding community. We see BNI's commitment as a tangible form of support for Indonesian diaspora entrepreneurs so they can grow sustainably.

Treasury

In the Treasury segment, BNI provides investment solutions while still prioritizing customer needs and risk types and offers the best banking products. Treasury business activities include foreign exchange (forex), money market, fixed income and derivative transactions. BNI Treasury is spread across Indonesia through head offices and regional offices (Treasury Regional Areas) in major cities in Indonesia, namely Medan, Batam, Palembang, Bandung, Semarang, Solo, Surabaya, Denpasar, Balikpapan, Manado and Makassar. BNI also provides web-based digital transaction solutions through BNIFX and through the BNI Mobile Banking application (Mobile FX and Secondary Bond Investment Features) and wondr by BNI (wondr multicurrency and Foreign Transfer Features).

Variety of Treasury Products and Services

BNI Treasury products are classified into Transactional products, Investment products and Hedging products:

1. Transactional
   These transactional products consist of ForexTOD, Forex-TOM, Forex-SPOT, and Forex-Bank Notes. Details related to transactional products are described as follows:
   a. Forex –TOD
      Buying and selling foreign exchange where the transaction agreement and transaction settlement are carried out on the same day.
   b. Forex –TOM
      Sale and purchase of foreign currency where transaction settlement is carried out 1 (one) working day after the transaction agreement date.
   c. Forex – SPOT
      Sale and purchase of foreign currency where transaction settlement is carried out 2 (two) working days after the transaction agreement date.
   d. Forex – Bank Notes
      Transactions involving the exchange of physical ownership of the currency (banknotes) involved in the transaction.
2. Investment
   Treasury investment products consist of Bonds, Depo Swap, and Market Linked-Dual Currency Investment (ML-DCI). Details related to investment products are described as follows:
   a. Bonds
      Bonds are proof of debt from the issuer which will be repaid at maturity in accordance with previously determined conditions and conditions. Bond transactions that can be carried out between the Treasury Division and Individual Customers include the following transactions:

- The primary market including corporate bonds and non-retail Government bonds;
- The secondary market including corporate bonds, Government retail bonds, bonds and Non-retail Government and Government bonds of other countries.

b. Depo Swap
Depo Swap is an investment product in foreign currency with a maximum rate of return and 100% guaranteed investment principal. Depo Swap is a combination of forex transactions in the form of FX Swap and deposits. In this transaction, the customer exchanges their foreign currency with another foreign currency and at the same time exchanges the foreign currency back in the future at the tenor and exchange rate determined at the beginning of the transaction agreement. The exchange rate gain on foreign currency exchange transactions (forex gain) is an optimal return on the customer's investment in placing funds.

c. Market Linked-Dual Currency Investment (ML-DCI)
Market Linked-Dual Currency Investment (ML-DCI) ML-DCI is a structured product, a combination of foreign currency savings products and FX Options. This product provides high returns when compared to conventional savings products as it combines savings products with a view of exchange rate movements. This product has the characteristic of being non-capital protected/ does not guarantee the investment principal.

d. Depoplus
Depoplus is a structured product which is a combination of a savings product and an FX Digital Option derivative transaction. This product provides high returns compared to conventional savings products as it combines a savings product with a view of exchange rate movements. This product has the characteristic of being principal protected/ guarantees the investment principal until the transaction maturity.

3. Deposits
The Treasury Deposit products consist of Deposit on Call (DOC) and Money Market Account (MMA). Details regarding these deposit products are as follows:

a. Deposit on Call (DOC)
- Funds are placed for a minimum period of 3 (three) days up to 30 (thirty) days;
- The interest rate is based on the interbank interest rate;
- Can be withdrawn at any time;
- Minimum placement is IDR100 million or USD75,000.

b. Money Market Account (MMA)
- Minimum term of fund placement is 1 (one) day up to 1 (one) year
- Interest rate refers to interbank interest rate;
- Can be disbursed at any time;
- Minimum placement is IDR1 billion or USD100 thousand.

4. Hedging

a. Forward Currency
Buying and selling foreign currency where the transaction settlement is carried out more than 2 (two) working days after the transaction date. The exchange rate used in this forward transaction takes into account forward points.
- Domestic Non-Deliverable Forward (DNDF)
  Standard (plain vanilla) foreign currency derivative transactions against the rupiah in the form of forward transactions with a fixing mechanism carried out in the domestic market. The fixing mechanism is a transaction settlement mechanism without movement of principal funds by calculating the difference between the forward transaction rate and the reference rate on a certain date specified in the contract (fixing date).
- PAR Forward
  Par Forward is a derivative contract to carry out a series of sales/purchases of a currency (reference currency) against another currency (non-reference currency) in a period, where the settlement/delivery of funds (settlement) is carried out in more than 2 (two) working days after the date of the transaction agreement (trade date).
- Flexible Forward
  Flexible Forward is a derivative contract that provides flexibility to sell/purchase a currency (reference currency) against another currency (non-reference currency) within a period, at an exchange rate agreed upon at the start of the transaction (trade date).

b. Currency Swap
'Buy and sell' or 'buy and sell' transactions of a currency against another currency carried out (simultaneously) at the same time with the same counterparty (customer).

c. Currency Option
An agreement to give the right and not the obligation of the seller (option writer) to the buyer (option holder) to buy or sell a certain

nominal amount of currency for the future at a predetermined price (strike price) at or before a certain time (expiry date).

d. Interest Rate Swap (IRS)
   An agreement between two parties to exchange a series of fixed interest payments (fixed rate) in one currency with a series or series of fluctuating interest payments (variable rate) in the same currency (or vice versa), without exchanging the loan principal.
e. Overnight Index Swap (OIS)
   OIS is an interest rate derivative product, namely a contract/agreement between 2 parties to exchange interest rate flows in Rupiah periodically during a certain contract period, which is calculated using a daily interest basis (Daily Compounding). The transaction scheme is the same as the Interest Rate Swap (IRS), but the method for calculating interest is daily compounding with the overnight reference interest rate.
f. Cross Currency Swap (CCS)
   An agreement between two parties to exchange loan principal and interest payments in a different currency. The exchange of loan principal uses the exchange rate at the start of the transaction.
g. Call Spread Option (CSO)
   Call Spread Option is a Structured Product with a combination of 2 (two) Currency Option transactions, namely Buy Call Option (purchase of the right to buy a certain currency) and Sell Call Option (sale of the right to buy a certain currency), with nominal and term the same transaction time but with different strike prices for each Buy Call Option and Sell Call Option.
   - Series of Call Spread
     Series of CSO is a contract for a series of call spread options within a period.

Treasury Competitive Advantage and Innovations

Throughout 2025, BNI Treasury, as one of the key players in the market in Indonesia, continued to demonstrate excellent performance. This was reflected in the awards received throughout the fiscal year at the international level, including: Best FX Bank for Retail Clients - Alpha Southeast Asia, Best Corporate Treasury Sales and Structuring Team - Alpha Southeast Asia, Most Active Fxall Bank (Taker) - LSEG FX, and First Runner Up Best State Bank - LSEG FX. Meanwhile, at the national level, the awards and appreciations received included:

1. The Most Engage Dealer (Total Transaction Frequency) - SPPA-IDX
2. The Most Active Price Taker Trader - SPPA-IDX
3. Pilot Service User in the Implementation of Repurchase Agreement Transactions (Repo Transactions) in the Alternative Market Provider System (SPPA) - SPPA-IDX
4. Best Financial Sector Award in the Sustainability Category with Sustainability Bond Innovation – IDX
5. Best Rupiah Monetary Control Partner Bank 2025 - Bank Indonesia
6. The Most Active RFO Trader - SPPA-IDX
7. The Most Active RFQ Trader - SPPA-IDX
8. The Most Active Market Maker Trader - SPPA-IDX
9. The Most Active Price Giver Trader - SPPA-IDX
10. JIBOR Contributor Bank “Appreciation for commitment, dedication, contribution, and role in supporting the transparency of the rupiah benchmark interest rate” - Bank Indonesia.

In 2025, BNI continued to campaign for the use of the wondr by BNI application, which facilitates customers in conducting foreign exchange transactions. With the Foreign Exchange Transaction feature on wondr by BNI, customers can conduct foreign exchange transactions more easily, quickly, and conveniently, with competitive exchange rates.

For treasury transactions, BNI always follows regulatory provisions from the Regulator, and is actively involved in developing market deepening, including as a Bank Indonesia Agent in carrying out monetary operations for market stability, and as a BNI Main Dealer actively is involved in the issuance of primary market bonds for SBN and SBSN carried out by the Government.

Productivity, Operating and Business Performance of the Treasury Segment

Fee Based Income Treasury

Fee Based Income	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Marketable Securities Related	2,955	1,859	1,096	59.0
FX Related	1,039	1,261	(222)	(17.6)
Total Fee Based Income	**3,994**	**3,120**	**874**	**28.0**

BNI Treasury segment continues to focus on serving customer transaction needs, especially Forex Related and Marketable Securities transactions. In 2025, BNI Treasury recorded an increase in feebased income of 28,0% (YoY) driven by an increase in customer transaction volume.

Prospects and Potential

Looking ahead, the dynamics of the global and domestic economy in 2026 are expected to remain faced with various challenges. Amidst these conditions, Indonesia's domestic market is expected to continue demonstrating good resilience and offering promising business opportunities, supported by relatively strong economic fundamentals.

Bank Indonesia views that Indonesia's economic outlook in 2026 remains positive, with maintained economic growth, controlled inflation, and exchange rate stability supported by a consistent mix of monetary and macroprudential policies. In line with this, the banking sector's performance is expected to remain solid, with credit growth supported by investment activities, working capital financing, and sustainable domestic consumption.

This outlook is driven by the continued realization of investment, the strengthening of real sector activities, and the increasingly strategic role of banking intermediation in supporting national economic growth. Considering the market conditions throughout 2026, BNI Treasury is optimistic that it can continue to strengthen quality and sustainable business growth through prudent liquidity management, disciplined risk management, and the development of Treasury solutions that are adaptive to customer needs and market dynamics.

Treasury Segment Strategy in the Coming Year

Here are some the expansion strategies of Treasury to support achievements in the coming year 2026:

Financial Strategy

1. Strengthen comprehensive Rupiah and foreign exchange liquidity management, covering structural liquidity, intraday liquidity, and customer behavior-based liquidity projection management, to ensure the Bank's resilience amidst market volatility and funding tightening.
2. Diversify and optimize liquidity sources, through strengthening interbank market access, utilizing money market instruments, as well as market-based funding, to reduce dependence on specific funding sources and enhance balance sheet flexibility.
3. Selective and risk-based excess liquidity management, by placing funds in optimal yield instruments without sacrificing short-term liquidity readiness and balance sheet stability.
4. Optimize the management of securities portfolios and treasury trading activities, in both the trading book and banking book, through a risk-adjusted return approach, disciplined Net Open Position (NOP) management, as well as utilizing opportunities in the Primary and Secondary Markets in accordance with domestic and global market conditions.
5. Strengthen the management of market and exchange rate volatility, including the measured management of USD/IDR carry-over open positions and the implementation of a stress scenario–based treasury playbook as a decision-making guide in extreme market conditions.
6. Develop more structured and flexible treasury solutions and hedging products, including structured hedging and yield enhancement solutions, to support customer risk mitigation, increase Fee Based Income, and meet increasingly complex market needs.

7. Increase the role of Treasury as an active market participant and liquidity provider, through broader participation in the domestic money and foreign exchange markets, and providing real contributions to national financial market deepening in line with Bank Indonesia initiatives.
8. Accelerate digitalization and straight-through processing (STP) of treasury activities, covering the optimization of digital platforms for foreign exchange transactions and bond investment, utilizing data analytics for pricing and risk measurement, and enhancing customer experience.
9. Strengthen the foundation of Treasury governance and capabilities, through increasing human resource competencies, strengthening support systems and tools, integrating the sustainability agenda and financial system stability, and strategic coordination with regulators and market players.

Strategi Non Finansial

1. Strengthen Treasury system and infrastructure capabilities, through the development and/or migration of the Treasury Management System (TMS) as well as the optimization of other support systems, to enhance process effectiveness, data quality, and end-to-end Treasury decision-making.
2. Increase synergy and collaboration across business units, including Corporate Banking, Institutional Banking, Syndication & Corporate Solution, International, as well as Regions and Branches, to support the acquisition and management of top tier and diamond clients, including through regional sales approaches.
3. Strengthen the role of Treasury as a center of expertise in education, literacy, and advisory for Treasury products, particularly hedging products and structured solutions, both for internal Bank parties and customers, as well as serving as an active partner for regulators in the context of financial market deepening.
4. Develop the competency and capability of Marketers, Relationship Managers, and Front Liners, to enable them to serve as a one-stop solution for Treasury customer needs, while simultaneously driving increased cross-selling, market share, and transaction flow quality.
5. Enhance customer engagement and relationship management, through customer loyalty programs, sharing sessions, customer gatherings, and Treasury product workshops, to strengthen customer loyalty and increase the volume and quality of Treasury transactions.
6. Strengthen governance, risk culture, and Treasury strategic coordination, including enhancing organizational readiness, non-financial risk management, as well as closer coordination with regulators and market players to support the sustainability of the Treasury function.

Treasury Customer Testimonials



Mr Wu Lei
President Director
PT Indonesia BTR New Energy Material

Through its Treasury Division, BNI has provided professional and consistent support in managing our Company's treasury requirements. The availability of relevant solutions, supported by strong market insight, has helped us maintain effective management of financial transactions and foreign exchange risk.

We appreciate BNI's commitment to delivering reliable, customer-oriented services and look forward to continuing this collaboration on a sustainable basis.

Treasury Customer Testimonials



Hermin Sutanto
General Manager Finance & Treasury
Gunung Prisma Group

We would like to express our appreciation to Bank BNI for being the banking partner of the Gunung Prisma Group since 2020. As a company engaged in iron and steel trading with foreign currency transactions, Bank BNI has provided significant support through fast and convenient payment services, as well as hedging solutions to safeguard the value of our transactions. We highly value Bank BNI's support and professionalism in ensuring the smooth continuity of our business operations.

Treasury Customer Testimonials



Aradita Priyanti
Director of Operations & Finance
PT Sarana Multi Infrastruktur (Persero)

BNI Treasury serves as a partner to PT Sarana Multi Infrastruktur (Persero) in liquidity management through Repurchase Agreement (Repo) and Swap transactions as alternative sources of liquidity. This collaboration includes the execution of non-bank repo transactions for the first time in the Indonesian financial market, carried out with due consideration of PT SMI's funding requirements and risk profile.

We appreciate our cooperation with BNI Treasury, particularly in supporting PT SMI's liquidity management through the provision of structured short-term funding alternatives, thereby helping to ensure the availability of liquidity in line with the Company's operational needs and internal policies.

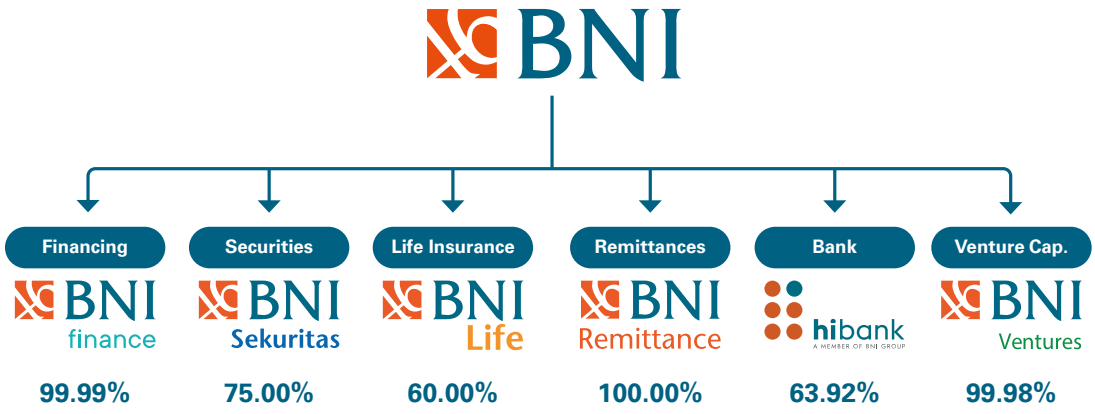
HEAD OFFICE

The Head Office segment manages BNI Wide's assets and liabilities, such as non-productive assets and share investment fees for Subsidiaries. Additionally, the Head Office segment also manages, including receiving allocations of operational costs for services carried out centrally to other segments, as well as income and expenses that are not allocated to other segments.

SUBSIDIARIES

In order to support BNI's vision of becoming a financial institution that excels in service and performance in a sustainable manner, BNI established several Subsidiaries operating across various industries. This step is part of BNI's strategy to become a comprehensive one-stop financial solution, by providing a diverse range of best-in-class products and services that address customer needs holistically. The presence of these Subsidiaries also strengthens the synergy of the BNI ecosystem in creating added value and expanding business reach sustainably.

Subsidiaries play a very important role in fulfilling the transactional needs of the community, while also contributing to BNI's overall performance. As of December 31, 2025, BNI had six Subsidiaries with majority ownership, namely PT BNI Life Insurance (60.00%), PT BNI Sekuritas (75.00%), PT BNI Multifinance (99.99%), BNI Remittance Ltd (100.00%), PT Bank Hibank Indonesia (63.92%), and PT BNI Modal Ventura (99.98%).



Additionally, BNI holds minority share ownership in several entities, including PT Bank Syariah Indonesia Tbk (23.24%), PT Pemeringkat Efek Indonesia (0.14%), PT Kustodian Sentral Efek Indonesia (2.50%), PT Bank Mizuho Indonesia (1.0%), PT Kliring Penjaminan Efek Indonesia (1.11%), and PT Bank SMBC Indonesia Tbk (0.11%).

In 2025, the Subsidiaries faced significant challenges due to market dynamics, resulting in sub-optimal performance. Net profit was recorded at IDR146 billion, a 70.2% decrease (YoY), primarily within hibank, BNI Finance, and the BNI Sekuritas Group. However, as an effort to strengthen the future performance of the Subsidiaries, the optimization of BNI Group synergies continues to be intensified.

BNI Subsidiaries Profit Performance

Subsidiary	2025 IDR-billion	2024 IDR-billion	Increase (Decrease) 2024-2025		
			Nominal (IDR-billion)	Percentage (%)	
BNI Life	349	280	69	24,7	↑
BNI Sekuritas	19	86	(67)	(77,7)	↓
BNI Finance	(260)	(11)	(249)	(2,225,4)	↓
BNI Remittance	(2)	(3)	1	37,6	↑
hibank	50	132	(82)	(62,0)	↓
BNI Ventures	12	8	4	55,2	↑

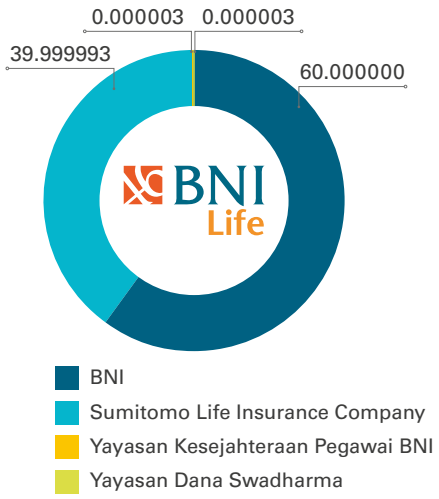
*Unaudited

PT BNI Life Insurance ("BNI Life")

BNI Life operates in the life insurance sector including Sharia life insurance. The insurance products offered by BNI Life include life, health, education, investment, pension and sharia insurance. The following shows is the ownership structure of BNI Life.

BNI Life Share Ownership

(%)



Entering 2025, the increasingly dynamic and uncertain global economic conditions demand that every industry player continuously innovate and engage in creative disruption to maintain competitiveness. According to data from the Indonesian Life Insurance Association (AAJI), in the third quarter of 2025, the life insurance industry's premium income experienced a decline of 1.7% (YoY). This decline reflects pressures on public purchasing power, changes in consumer preferences, and global financial market dynamics.

Meanwhile, BNI Life recorded a premium increase of 5.7% YoY, growing positively compared to the industry, which experienced a decline.

To maintain this performance, BNI Life is committed to innovating by creating superior products that suit market needs and making continuous improvements, so that BNI Life can be the choice for the best insurance services and protection for the community.

The management's strategic policies in 2025 was:

1. Increasing Regular Premium Portfolios and Profit-Oriented Products.
2. Improving Sustainable and Adaptive Business Models.
3. Strengthening Corporate Financial Management.
4. Optimizing Efficiency and Operating Expense Control.
5. Strengthening Risk Mitigation and Management.
6. Enhancing and Simplifying Business Processes.
7. Developing Superior Organization and Human Resources.
8. Strategic Preparation for the Sharia Business Unit Spin-Off.

Throughout 2025, PT BNI Life Insurance consistently adapted to changing conditions in pursuit of premium growth. In addition, the company remains committed to always providing the best service to customers. In line with this, BNI Life continues to enhance digitalization-based business processes and developments in operational areas by simplifying work systems in operational fields.

BNI Life Financial Performance

Account	2025 IDR-billion	2024 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Financial Position					
Non-Investment Assets	1,813	1,776	36	2.0	↑
Productive/Investment Assets	28,818	25,145	3,673	14.6	↑
Liabilities	24,583	21,240	3,344	15.7	↑
Equity	6,047	5,682	366	6.4	↑
Profit/Loss					
Insurance Service Income	1,876	1,934	(58)	(3.0)	↓
Insurance Service Expenses	(1,596)	(1,488)	(108)	7.3	↑
Net Reinsurance Income/ (Expenses)	(88)	(50)	38	74.8	↑
Insurance Service Yields	191	395	(204)	(51.7)	↓
Investment Income	1,998	1,256	742	59.1	↑
Insurance Financial Income/ (Expenses)	(1,425)	(948)	476	50.2	↑
Reinsurance Financial Income/(Expenses)	3,5	3,6	(0,1)	(1.6)	↓
Other Operating Income/ (Expenses)	(313)	(297)	16	5.3	↑
Non-Operating Income/ (Expenses)	(108)	(97)	11	11.8	↑
Profit Before Tax	347	313	35	11.1	↑
Tax	2	(33)	35	(104.7)	↓
Net Profit	349	280	69	24.7	↑

*Unaudited (The above performance presentation (2025 & 2024) has used PSAK 117)

In 2025, there was an increase in the growth of non-investment assets and productive/investment assets, which grew by 2.0% YoY and 14.6% YoY, respectively. This achievement illustrates a strong financial condition and the company's ability to manage and enhance asset value. The increase in liabilities reflects a financial strategy aimed at supporting business growth, demonstrating the company's engagement in sound financial management. The increase in equity reflects the company's efforts to support growth through a balanced funding strategy. This provides a positive outlook on the company's ability to expand and compete in the market.

Insurance service results experienced a 51.7% (YoY) decline, while investment income rose by 59.1% (YoY), reaching IDR742.2 billion. The company's financial performance during this period demonstrated positive growth and efficient management, resulting in BNI Life's net profit reaching IDR348.9 billion in 2025, or a growth of 24.7% (YoY).

BNI Life Financial Ratio Performance

Account	2025* (%)	2024 (%)	Difference %	
Return on Assets (ROA)	1.2	1.1	0.1	↑
Return on Equity (ROE)	6.0	5.0	1.0	↑
Investment Return/Assets Return	6.9	5.0	1.9	↑
Risk-Based Capital (RBC)	943.0	888.9	54.1	↑

*Unaudited

The strong financial performance for the 2025 fiscal year has positively impacted the achievement of BNI Life's financial ratios, which have also improved. The Return on Assets (ROA) increased by 0.1%, from 1.1% in 2024 to 1.2% in 2025. The Return on Equity (ROE) reached 6.0%, an increase of 1.0% compared to the previous year, which was 5.0%. Although this increase is moderate, the improvement in ROE can be considered a positive outcome, as it reflects the company's ability to generate higher returns for its shareholders.

The investment yield ratio increased by 1.9%, from 5.0% in December 2024 to 6.9% in 2025. The increase in investment returns indicates that the company's investment strategy has successfully generated better returns and contributed positively to overall financial performance. The Risk-Based Capital (RBC) rose by 54.1%, from 888.9% to 943.0%. This increase demonstrates that the company has a greater capital adequacy to bear risk. It provides confidence that the company possesses strong financial resilience and is capable of overcoming challenges over time.

In recognition of the performance achieved, BNI Life again received various awards in 2025, including the following:

No	Award	Predicate	Category	Awarder	Description	Date
1	Indonesia Digital Financial Brands Award 2025	- Indonesia's Top 20 Digital Financial Brands Awards 2025 -Title: E-Customer Service	Life Insurance > 15T	The Iconomics	This award was presented on February 14, 2025, by The Iconomics Magazine. This award serves as a form of appreciation for institutions that have innovated within the marketing and digital realms in Indonesia. The 2025 Digital Product Awards are granted to companies with the highest survey scores in Indonesia within their respective (sub) categories.	February 14, 2025
2	Indonesia Popular Digital Product Award 2025	- Indonesia's Top 20 Popular Digital Products Award 2025 - Brand: Plan Blife	Life Insurance	The Iconomics		February 14, 2025
3	InvestorTrust Best Unit Link Award 2025	BNI Life Syariah Balanced Fund - Sharia Mixed Category 5-Year Period	Unitlink Award	Investortrust	This award was presented on February 26, 2025, by InvestorTrust Magazine. This award serves as a form of appreciation for products that have proven excellence in terms of performance, while simultaneously acting as an incentive for life insurance companies to issue high-quality products capable of providing optimal benefits to the public.	February 26, 2025
4	InvestorTrust Best Unit Link Award 2025	BNI Life Syariah Balanced Fund - Sharia Mixed Category 7-Year Period	Unitlink Award	Investortrust	•BNI Life Syariah Balanced Fund, Sharia Mixed category, 5-year period	February 26, 2025
5	InvestorTrust Best Unit Link Award 2025	BNI Life Syariah Fixed Income Fund - Sharia Fixed Income Category 3-Year Period	Unitlink Award	Investortrust	•BNI Life Syariah Balanced Fund, Sharia Mixed category, 7-year period	February 26, 2025
6	InvestorTrust Best Unit Link Award 2025	BNI Life Syariah Fixed Income Fund - Sharia Fixed Income Category 5-Year Period	Unitlink Award	Investortrust	•BNI Life Syariah Fixed Income Fund, Sharia Mixed category, 3-year period	February 26, 2025

No	Award	Predicate	Category	Awarder	Description	Date
7	InvestorTrust Best Unit Link Award 2025	BNI Life Syariah Fixed Income Fund - Sharia Fixed Income Category 7-Year Period	Unitlink Award	Investortrust	•BNI Life Syariah Fixed Income Fund, Sharia Mixed category, 5-year period	February 26, 2025
8	InvestorTrust Best Unit Link Award 2025	BNI Life Fixed Income SL Secure USD - USD Fixed Income Category 5-Year Period	Unitlink Award	Investortrust	•BNI Life Syariah Fixed Income Fund, Sharia Mixed category, 7-year period	February 26, 2025
9	Media Asuransi Best Unit Link Award 2025	Rupiah Mixed Unitlink Group For the product: BLife Mixed Combination Link	Unitlink Award	Media Asuransi	This award was presented on March 4, 2025, by Media Asuransi Magazine. This award is granted to companies that meet the following requirements: the product has been in existence for at least 2 years (as of December 30, 2022), the product does not exhibit any anomalies, and the company is not involved in any binding legal cases or sanctions from the OJK (Financial Services Authority).	March 4, 2025
10	Media Asuransi Best Unit Link Award 2025	Sharia Equity Unitlink Group for Products: BNI Life Syariah Equity Fund	Unitlink Award	Media Asuransi	1. BLife Mixed Combination Link	March 4, 2025
11	Media Asuransi Best Unit Link Award 2025	Sharia Fixed Income Unitlink Group for Products: BNI Life Syariah Fixed Income Fund	Unitlink Award	Media Asuransi	2. BLife Stable Fixed Income Plus	March 4, 2025
12	Media Asuransi Best Unit Link Award 2025	Rupiah Equity Unitlink Group for Products: BLife Link Active Equity	Unitlink Award	Media Asuransi	3. Blife Liquid Money Market Link	March 4, 2025
13	Media Asuransi Best Unit Link Award 2025	Rupiah Fixed Income Unitlink Group for Products: BLife Link Stable Plus Fixed Income	Unitlink Award	Media Asuransi	4. BLife Active Stock Link	March 4, 2025
14	Media Asuransi Best Unit Link Award 2025	Rupiah Money Market Unitlink Group For Product: BLife Link Liquid Money Market	Unitlink Award	Media Asuransi	5. BNI Life Sharia Fixed Income Fund	March 4, 2025

No	Award	Predicate	Category	Awarder	Description	Date
15	Indonesian Digital Innovation Award 2025	The Most Innovative Digitalization of Life Insurance 2025 for Enhancing Insurance Sales through the Use of Digital Platforms	Life Insurance	Warta ekonomi	This award was presented on March 21, 2025, by Warta Ekonomi Magazine. The presentation of this award is expected to encourage companies to continuously develop digital innovations to ensure business processes become more efficient and productive, thereby increasing value for stakeholders. In the Indonesia Digital Innovation Awards 2025, BNI Life was the recipient of the award: The Most Innovative Digitalization of Life Insurance 2025 for Enhancing Insurance Sales through the Use of Digital Platforms.	March 21, 2025
16	Indonesia Regulatory Compliance Awards (IRCA)	Most Strategic Enterprice in regular compliance sector financial service non bank	Life Insurance	Hukum Online	This award was presented on May 9, 2025, by Hukum Online. A prestigious award presented to appreciate companies that have become pioneers in legal compliance, this award also serves as a reflection of the company's commitment to maintaining legal compliance as well as good and high-integrity corporate governance.	May 9, 2025
17	Indonesia TOP Insurance Award 2025	Indonesia TOP Insurance Award 2025	Life Insurance, Asset 10-25 Trilion	The Iconomics	This award was presented on May 27, 2025, by The Iconomics Magazine as a form of appreciation for insurance companies in Indonesia that demonstrate the best performance based on objective financial indicators. This award not only measures financial performance but also encourages companies to improve service quality and innovation in facing industry challenges. The Indonesia Top Insurance Award serves as an important indicator for consumers and investors in assessing the credibility and performance of insurance companies in Indonesia.	May 27, 2025
18	Indonesia Financial Top Leader Award 2025	Indonesia Top Leader in Life Insurance Industry 2025 for Increasing Premium Revenue Growth through Responsive Service and Business Segment Optimization	Life Insurance, Total Assets Above 25T	Warta ekonomi	This award was presented on May 27, 2025, by Warta Ekonomi Magazine as a form of recognition for leaders in the financial services industry who play a strategic role in ensuring that this sector remains stable, innovative, and competitive amidst the dynamics of the global and domestic economy.	May 27, 2025

No	Award	Predicate	Category	Awarder	Description	Date
19	Indonesia Exellence GCG Awards 2025	Indonesia Excellence Good Corporate Governance Ethics in Integrating Sustainability Initiatives into Governance Processes and Operations	Life Insurance	Warta Ekonomi	This award was presented on June 25, 2025, by Warta Ekonomi Magazine. This award is expected to serve as an inspirational platform that encourages superior and sustainable corporate governance. The Indonesia Excellence Good Corporate Governance Awards 2025 stands as a symbol of the company's commitment to building an Indonesian business world that is more transparent, integrity-driven, and competitive.	June 25, 2025
20	Investortrust Best Insurance 2025	Spesial Award For Sustained Earnings Growth	Life Insurance	Investortrust	This award was presented on June 25, 2025, by the Magazine. BNI Life received the award: Investortrust Best Insurance 2025 for Sustained Earnings Growth. This award is granted to companies that have undergone a rigorous selection process and are assessed based on financial performance, business strategy strength, product innovation, service quality, and commitment to industry sustainability	June 25, 2025
21	Infobank 26th Insurance Award 2025	The Exellence Performance Life Insurance Company	Life Insurance Equity Class Above 5 Trillion	Infobank	This award was presented on August 1, 2025, by Infobank Magazine. BNI Life received the award: The Excellent Performance Life Insurance Company Equity Class Above IDR 5 Trillion. This award is a form of appreciation for the company's achievement in recording excellent performance in 2024.	August 1, 2025
22	Indonesia Best Insurance Awards 2025	Indonesia Best Life Insurance 2025 for Maintaining Performance Stability through Product Development and Digitalization	Life Insurance Total Assets Above 25 Trillion	Warta Ekonomi	This award was presented on August 27, 2025, by Warta Ekonomi Magazine in the category of Life Insurance, Total Assets Above 25 Trillion. The award serves as an appreciation for insurance companies for their achievements in financial performance, product innovation, governance, and digital adaptation.	August 27, 2025
23	Stellar Workplace Award 2025	Top 5 Companies with Most Innovative Well-Being Program	Human Capital	Kontan	This award was presented on September 25, 2025, by Kontan Magazine with the Category	September 25, 2025
24	Stellar Workplace Award 2025	Top 10 Organizations with Best Future-Ready Workplace Program	Human Capital	Kontan	Top 5 Companies with Most Innovative Well-Being Program	September 25, 2025
25	Stellar Workplace Award 2025	Top 3 Best Stellar Workplace Award in Medium-Size Organizations Category	Human Capital	Kontan	Top 10 Organizations with Best Future-Ready Workplace Program	September 25, 2025

No	Award	Predicate	Category	Awarder	Description	Date
26	Stellar Workplace Award 2025	Stellar Workplace Recognition in Employee Commitment	Human Capital	Kontan	Top 3 Best Stellar Workplace Award in Medium-Size Organizations Category	September 25, 2025
27	Stellar Workplace Award 2025	Stellar Workplace Recognition in Employee Satisfaction	Human Capital	Kontan	Stellar Workplace Recognition in Employee Commitment	September 25, 2025
28	Best Sharia Award 2025	BNI Life Syariah Fixed Income Fund	Best Sharia Unit Link Sharia Fixed Income 5-Year Period	Investortrust	This award was presented on September 30, 2025, by Investortrust Magazine with the Category:	September 30, 2025
29	Best Sharia Award 2025	BNI Life Syariah Balance Fund	Best Sharia Unit Link Sharia Mixed 3-Year Period Sharia Mixed 5-Year Period	Investortrust	• Best Unit Link Sharia Fixed Income Sharia 5-Year Period • Best Unit Link Sharia Balanced Sharia 3-Year Period & 5-Year Period	September 30, 2025
30	Infobank The Best SOE 2025	Excellence Performance state Owned Enterprise Subsidiary 2025 (Base on Financial Performace 2024)	Life Insurance	Infobank	This award was presented on October 2, 2025, by Asianpost Magazine. Category: The Best State-Owned Enterprise (SOE) 2025 category Excellence Performance State-Owned Enterprise Subsidiary 2025.	October 2, 2025
31	Infobank Sharia Award 2025	The Exellence Performance Sharia Life Insurance Bussines Unit 2024 (Based on Financial Performance 2024))	Life Insurance	Infobank	This award was presented on October 2, 2025, by Asianpost Magazine. Category: 14th Sharia Financial Institution Award 2025 category The Excellence Performance Sharia Life Insurance Business Unit 2025.	October 2, 2025
32	Indonesia Most Innovative CFO Awards	20 Most Innovative CFO Awards	Life Insurance	The Iconomics	This award was presented on October 9, 2025, by The Iconomics Magazine. Category: Indonesia Most Innovative CFO Awards. The Indonesia Most Innovative CFO Awards are presented as an appreciation to CFOs who play a major role in spearheading corporate financial control.	October 9, 2025
33	Indonesia Best Financial Awards 2025	Best Brand Image in Life Insurance	Asset 25-40 Trillion	The Iconomics	This award was presented on October 9, 2025, by The Iconomics Magazine. Category: Indonesia Best Financial Awards 2025 Category Life Insurance – Asset 25-40 Trillion. The Indonesia Best Financial Awards 2025 are presented to companies based on 4 criteria, namely popularity, image, service, and social contribution, which are granted based on an online public survey conducted across 10 major cities in Indonesia.	October 9, 2025

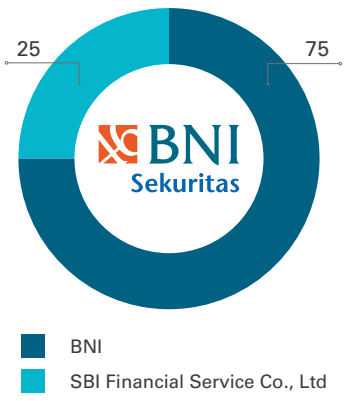
No	Award	Predicate	Category	Awarder	Description	Date
34	Top Digital Financial Award 2025	Equity Life Insurance above 1.5 trillion rupiah	Life Insurance	Media Asuransi	This award was presented on November 12, 2025, by Media Asuransi Magazine. Category: Life Insurance Equity above IDR 1.5 trillion. This award was conducted through a comprehensive assessment process that included secondary research, customer surveys, evaluation by mystery shoppers, as well as validation from an independent panel of judges and industry experts, with Pinnacle Analytics as one of the institutions involved in the judging process. The assessment was also conducted by considering five main aspects that reflect digital maturity and customer focus: Customer Engagement, Customer Experience, Customer Trust & Perception, Customer Insight, and Customer Inclusion.	November 12, 2025
35	Future Leaders 2025 Award 2025	Top 100 CEO and The Future Leaders Forum 2025.	Future Leaders	Infobank	This award was presented on December 8, 2025, by Infobank Magazine. Category: Top 100 CEO and The Future Leaders Forum 2025.	December 8, 2025

PT BNI Sekuritas ("BNI Sekuritas")

PT BNI Sekuritas ("BNI Sekuritas") BNI Sekuritas is a subsidiary of BNI that provides various financial services, including acting as a securities broker, securities underwriter, mutual fund selling agent, and other activities related to these operations, while adhering to applicable laws and regulations.

BNI Sekuritas Share Ownership Structure

(%)



Amidst increasingly complex market dynamics and the acceleration of digital transformation in the financial services industry, BNI Sekuritas places innovation as the primary driver in creating added value for customers and stakeholders. Strengthening technological capabilities with the launch of New BIONS, developing adaptive products and services, and integrating environmental, social, and governance (ESG) aspects have become the focus in supporting inclusive and responsible growth. Through the implementation of sustainability-oriented strategies, BNI Sekuritas is committed to ensuring that every growth initiative not only delivers optimal financial performance but also contributes positively to the long-term stability of the company and the overall capital market ecosystem.

BNI Sekuritas Financial Performance

Account	2025* (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Balance Sheet					
Assets	2,849	1,968	881	44.7	↑
Obligations	1,509	667	841	126.0	↑
Equity	1,340	1,301	40	3.0	↑
Profit/Loss					
Income	553	699	(146)	(20.9)	↓
Brokerage commissions	188	200	(12)	(6.1)	↓
Investment management fees	89	98	(9)	(9.6)	↓
Brokerage comm. from fix income activities	28	29	(1)	(2.4)	↓
Fees from investment banking activities	154	298	(144)	(48.3)	↓
Increase/(decrease) on net asset value of mutual funds	1	3	(2)	(67.8)	↓
Interest revenue from fund separation & bond & dividend	38	26	12	43.5	↑
Gain (Loss) on trading of marketable securities - net	13	10	3	36.0	↑
Margin and overdue revenue	34	23	11	50.1	↑
Others	8	12	(4)	(31.1)	↓
Business Expenses	(510)	(593)	83	(14.0)	↓
Other income	21	30	(9)	(28.4)	↑
Interest & Other Finance Fees	(40)	(35)	(5)	13.8	↑
Total Income	574	729	(155)	(21.3)	↓
Total Expenses	(550)	(628)	78	(12.5)	↓
Profit Before Tax	24	101	(77)	(75.9)	↓
Tax	(5)	(15)	10	(65.7)	↓
Profit After Tax	19	86	(67)	(77.7)	↓

*Unaudited

BNI Sekuritas' total assets in 2025 reached Rp2,849 billion, reflecting a 45% increase compared to Rp1,968 billion in 2024. This increase was primarily due to a rise in customer transaction receivables related to the growth of the company's securities trading activities at the end of 2025.

The Company's liabilities as of December 31, 2025, experienced an increase, largely driven by a rise in customer transaction payables, which corresponded with the increase in customer transaction receivables. The change in BNI Sekuritas' equity as of December 31, 2025, was primarily attributable to the company's profit for the year

BNI Sekuritas Financial Ratio Performance

Account	2025* (%)	2024 (%)	Difference %	
Return On Asset (ROA)	0.7	4.4	(3.7)	↓
Return On Equity (ROE)	1.4	6.6	(5.2)	↓
Operating Expenses to Operating Income (BOPO)	92.3	84.9	7.5	↑

*Unaudited

The decline in ROA and ROE was primarily driven by a decrease in the company's consolidated profit, falling from IDR86 billion in FY 2024 to IDR19 billion in FY 2025. This decline occurred across all of the company's business lines, where brokerage income was mainly affected by market volatility, while investment banking income was primarily impacted by the postponement of corporate actions due to uncertain market conditions throughout 2025.

BNI Sekuritas continued to receive various awards throughout 2025, as an appreciation for the performance that grew from year to year, including the following:

No	Award	Field	Category	Awarder	Date
1	19th Annual Alpha Southeast Asia Best Financial Institution Award 2025	Best Investment Bank and Best M&A House in Indonesia	IB Deals	Alpha Southeast Asia	February 12, 2025
2	17th Islamic Finance Awards 2025 & 18th Private Wealth Awards 2025	Best Islamic Finance Sukuk House in Indonesia	IB Deals	Alpha Southeast Asia	February 12, 2025
3	Indonesia Best Business Transformation by SWA	Best Business Transformation 2025	Strategic Planning	SWA	July 29, 2025
4	Asian Banking & Finance | Corporate & Investment Banking Awards 2025	Equity Deal of the Year - Indonesia	IB Deals	Asian Banking & Finance	July 30, 2025
5	Euromoney Awards for Excellence 2025	Indonesia's Best Investment Bank for Equity Capital Market (ECM) 2025	IB Deals	Euromoney	September 13, 2025
6	Company Corporate Governance Perception Index (CGPI) Award 2024	Trusted Company	Compliance - Building Dynamic Company Capabilities within the Framework of Good Corporate Governance	The Indonesia Institute for Corporate Governance (IICG) collaborates with SWA magazine	November 25, 2025

PT BNI Multifinance ("BNI Finance")

PT BNI Multifinance ("BNI Finance") The scope of activities of BNI Finance includes multipurpose financing, investment financing, working capital financing, and operating leases. In multipurpose financing or the consumer segment, BNI Finance's superior product is regular four-wheeled vehicle financing, specifically for new cars with order sources originating from partner dealers. Additionally, BNI Finance offers BNI OTO, which is a specialized vehicle financing product for BNI and BNI Group customers.

BNI Finance also offers Fleet products, which include financing for passenger and non-passenger vehicles (buses, trucks, and operational vehicles), as well as heavy equipment for selected and captive customers.

BNI Finance Share Ownership Structure

(%)



In line with the company's spirit of creating healthy business growth while consistently prioritizing prudential principles, in 2025 BNI Finance developed strategic steps divided into 7 aspects, namely:

1. Quality Asset Growth
   Executed through strategies focused on increasing low-risk growth for selected target markets.
2. Strengthening Business Processes
   The company continuously strengthens and develops its business processes to create effective and efficient operations.
3. Strengthening Internal Controls
   In an effort to create a healthy and sustainable business, the company is enhancing a reliable internal control system.
4. Information Technology Development
   In an effort to build competitiveness in the digital era, the company continuously develops its IT to create optimal performance.
5. Human Resources Development
   The company continuously strives to improve employee competence by conducting various training programs throughout 2025.
6. Strengthening Funding
   To support financing growth, the company strengthens its funding through both the parent company and other financial institutions.
7. Synergy with BNI Group
   To fulfill the needs of BNI Group customers, synergy with the parent BNI and among BNI subsidiaries continues to be enhanced.

BNI Finance Financial Performance

Account	2025* (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Balance Sheet					
Assets	5,641	6,050	(408)	(6.7)	↓
Cash and Bank	5,390	5,686	(295)	(5.2)	↓
CKPN Financing	(225)	(196)	(28)	14.4	↑
Leasing	1,435	1,164	270	23.2	↑
Consumer Financing	3,945	4,501	(556)	(12.4)	↓
Factoring	11	20	(9)	(44.6)	↓
Liabilities	5,068	5,215	(148)	(2.8)	↓
Equity	574	834	(260)	(31.2)	↓
Profit/Loss					
Leasing Income	167	86	81	94.3	↑
Consumer Financing Income	498	465	33	7.1	↑
Factoring Income	2	3	(1)	(24.9)	↓
Total Interest Income	667	554	113	20.5	↑
Interest Expense	(370)	(282)	(88)	31.1	↑
Net Interest Income	297	272	25	9.4	↑
Operating Lease Income	58	64	(7)	(10.4)	↓
Fee-Based Income	5	38	(33)	(86.9)	↓
Recovery Income	16	6	9	151.8	↑
Other Operating Income	25	66	(41)	(61.6)	↓
Total Operating Income	400	445	(45)	(10.1)	↓
Total Operating Expenses	(310)	(306)	(4)	1.3	↑
PPOP	90	139	(49)	(35.3)	↓
Provisions	(353)	(207)	(146)	70.4	↑
Other Income (Expenses)	5	11	(6)	(55.1)	↓
Net Profit/(Loss) After Tax	(260)	(11)	(249)	(2,225.4)	↓

*Unaudited

As of December 2025, total assets reached IDR5.64 trillion, marking a 6.7% decrease compared to IDR6.05 trillion in December 2024.This decline was driven by a reduction in new bookings, particularly in new vehicle financing, as a result of weakened consumer purchasing power, rising interest rates, and global economic uncertainty. Furthermore, the company continues its efforts to improve asset quality, which had experienced end-to-end deterioration, through selective business expansion with measured risks and by strengthening Collection Management to stimulate improvements in financing quality.

BNI Finance Financial Ratio Performance

Account	2025* (%)	2024 (%)	Difference %	
Non Performing Financing (NPF) (%)	3.5	3.2	0.3	↑
Return on Asset (ROA) (%)	(4.4)	(1.1)	(3.3)	↓
Return on Equity (ROE) (%)	(35.4)	(1.3)	(34.1)	↓
Operating Expenses to Operating Income (BOPO) (%)	134.1	109.3	24.8	↑
Debt Equity Ratio (DER) (kali)	8.6	6.0	2.6	↑

*Unaudited

The Debt to Equity Ratio (DER) of BNI Finance as of December 2025 stood at 8.6 times, an increase compared to the DER in December 2024 of 6.0 times. Despite this increase, the Company's DER remains below the maximum regulatory threshold of 10 times. In terms of asset quality, the Gross Non-Performing Loan (NPL Gross) ratio increased from 3.2% in December 2024 to 3.5% as of December 2025. BNI Finance consistently implements various measures to improve asset quality and suppress the company's NPL figures to remain within safe thresholds.

Profitability ratios, specifically Return on Assets (ROA) and Return on Equity (ROE), experienced a decline compared to the previous year. Additionally, the efficiency ratio, represented by the company's BOPO (Operating Expenses to Operating Income), increased by 24.8%, rising from 109.3% to 134.1%, indicating an increase in operating expenses.

BNI Remittance Limited ("BNI Remittance")

BNI Remittance Ltd. ("BNI Remittance") is a BNI Subsidiary engaged in the remittance sector and is wholly owned by BNI. BNI Remittance collaborates with BNI in the financial inclusion program that provides financial access to meet the needs of Indonesian Migrant Workers (PMI) in Hong Kong. Apart from the remittance business, the presence of BNI Remittance in Hong Kong plays a strategic role as a representative of BNI retail services in Hong Kong where BNI customers in Hong Kong can use BNI services as easily as services in their homeland.

Synergy with BNI continues to be strengthened through various BNI digital services that are easily accessible in Hong Kong. First is the BNI Mobile Banking service, which is currently a favorite among customers in Hong Kong for performing financial transactions, followed by digital account opening for BNI Taplus through both wondr by BNI and eForm. BNI Remittance is also actively involved in several activities for migrant workers, such as capacity building, financial literacy, and visits to PMI communities in Hong Kong, among others.

BNI Remittance, together with BNI KLN Hong Kong, will undergo a business transformation to increase market share and as a responsive step toward shifting customer transaction patterns, which are increasingly moving toward digital channels.

BNI Remittance Financial Performance

Account	2025* (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Balance Sheet					
Assets	10	9	2	18.4	↑
Current Assets	4	6	(2)	(36.0)	↓
Fixed Assets	0,1	0,2	(0,1)	(53.5)	↓
Other Assets	7	3	4	127.2	↑
Liabilities	6	3	3	117.1	↑
Short-Term Liabilities	6	3	3	117.1	↑
Equity	4	3	1	39.4	↑
Profit/Loss					
Commission Income	4	3	0,2	7.0	↑
Foreign Exchange Transaction Gains/Losses	1	1	0,1	14.8	↑
Other Commission Income	5	5	(0,03)	(0.5)	↓
Total Income	10	9	0,3	3.4	↑
Operating Expenses	(12)	(12)	1	(6.2)	↓
Profit Before Tax	(2)	(3)	1	37.6	↑
Tax**					
Profit After Tax	(2)	(3)	1	37.6	↑

*Unaudited
** There is no tax liability for BNI Remittance due to negative accumulated retained earnings in the equity component

In 2025, although BNI Remittance still recorded a negative profit, it showed growth compared to the previous year, with a 37.6% YoY increase in profit after tax. From the revenue perspective, the company overall experienced positive growth, although it was not yet optimal, with total revenue growing by 3.4% YoY. Meanwhile, operating expenses decreased by 6.2% YoY. Currently, BRL is in the coordination phase with BNI to plan a business transformation, with the expectation that shifting toward a digital business model will allow the company to optimally capture the remittance market in Hong Kong.

BNI Remittance Financial Ratio Performance

Account	2025* (%)	2024 (%)	Difference %	
Return On Asset (ROA) (%)	(17.4)	(30.1)	12.7	↑
Return On Equity (ROE) (%)	(30.7)	(38.9)	8.2	↑
Operating Expenses to Operating Income (BOPO) (%)	118.4	130.4	(12.1)	↑

*Unaudited

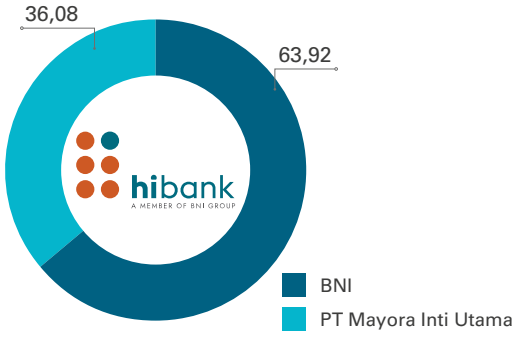
BNI Remittance's ROA and ROE in 2025 were recorded at minus 17.4% and minus 30.7%, respectively, reflecting an improvement compared to 2024. This trend is in line with the YoY growth of BNI Remittance's net profit.

PT Bank Hibank Indonesia ("hibank")

PT Bank Hibank Indonesia ("hibank") officially became a Subsidiary of BNI on May 18, 2022, following BNI's takeover of a majority shares in Bank Mayora, and subsequently changed its name to hibank after receiving approval from the OJK on May 17, 2023. Since then, hibank has continued its transformation into a Digital Bank with the vision to become the "Leading Digital-First MSME Bank in Indonesia." This transformation is realized by strengthening the growth foundation across various aspects, including lending, banking services, information technology, human capital, risk management, and infrastructure.

Since joining the BNI Group, hibank has consistently developed various aspects of its financial performance. Improvement initiatives have been carried out by prioritizing synergy with the BNI Group to create added value and increase cost efficiency in an integrated manner at the group level. Throughout its journey, hibank has also played an active role in supporting the MSME segment by providing a variety of savings and loan products tailored to customer needs.

hibank Share Ownership Structure
(%)



hibank continues to undergo digital transformation to optimize the Bank's operational performance while enhancing the quality of services to customers. In 2025, hibank formulated and implemented a key strategy through several strategic initiatives as follows:

1. Lending to support the Bank's business growth is conducted selectively, with a focus on lending growth to MSMEs. The Bank also entered into several partnerships with Anchors for Supply Chain Ecosystem Financing. Total loan disbursement is targeted at IDR13.89 trillion, reflecting a 31.68% (YoY) growth. In accordance with the Bank's commitment to empowering the MSME segment, the composition of lending to MSMEs is increased from 30.09% in 2024 to 31.00% of total lending in 2025;
2. The growth of lending to be achieved by the Bank will continue to pay attention to prudential aspects and mitigate risks that may arise, ensuring that healthy and productive asset quality is maintained. The Bank targets the non-performing loan ratio or Gross NPL to be in the range of 1.75%;
3. Third Party Funds (DPK) growth in total will increase by 55.24% in 2025. Facing the declining trend of the BI 7-Day Repo Rate in 2025, hibank strategically targets a CASA ratio of 40.00%. Although slightly lower than the 41.65% CASA ratio achieved in 2024, this step is a form of positive adaptation to optimize the cost of funds and strengthen liquidity stability to support more aggressive and profitable credit growth. The Bank will increase customer transactions for both Individuals and Corporates through digital banking (Internet banking/retail mobile banking, business Internet banking) in providing banking service solutions to customers;
4. Operating income other than interest is projected to grow by 20.39% YoY by the end of 2025. The Bank will increase fee-based income from loan-related income, Bancassurance products, Forex income, as well as Digital Banking-related income;
5. The Bank will continue to review the performance of its current branch offices and regularly review the productivity, profitability, and customer acquisition and transaction levels of all offices as well as the business potential in the area. From the results of this review, the Bank closed 2 (two) Sub-Branch Offices (KCP) in 2025 located in West Java, namely KCP Chemco Cikarang and KCP Chemco Karawang;
6. hibank officially launched the hi by hibank mobile banking application in February 2025 as an integrated digital solution specifically designed to support the digitalization and development of MSMEs in Indonesia. This application provides convenient financial services in one platform that includes planning, management, transaction recording, financing, and business development, enabling MSME players to manage their businesses more efficiently and connect with the digital ecosystem. Through various superior features such as digital financial education, business consultation based on digital relationship managers, transaction recording, ecosystem-based financing access, and business promotion support, hi by hibank embodies hibank's commitment to bringing financial convenience to the fingertips and encouraging MSMEs to upgrade sustainably, while complementing BNI Group's digital transformation;
7. The Bank's target market will be approached through community ecosystems such as Industrial, Association, and Demographic communities. The Bank will implement customer acquisition strategies through various channels, including its branch office network, value chains, and digital channels;

8. The Bank will act as an orchestrator by connecting the dots between MSMEs, where hibank creates an MSME market and grows the market through education and financing via the Hi!Platform. The Single Hi!Platform can fulfill the needs of individuals, micro, and SME sectors in transactions, loan applications, several value-added services, and most importantly, providing connectivity for participating MSMEs;
9. The Bank will optimize the potential for synergy and collaboration with the BNI Group and Mayora Group to increase the Bank's competitiveness in the market and drive its performance. Some potential synergies and collaborations to be implemented include utilizing BNI ATMs as hibank channels, BNI as an aggregator for acquiring QRIS for hibank merchants with competitive rates, BNI as a correspondent bank in Trade Finance transactions for hibank customers, and supplier financing loan disbursement in collaboration with the Mayora Group.

hibank Financial Performance

Account	2025* (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Financial Position				
Assets	24,064	17,799	6,265	35.2
Placement with BI	4,261	1,948	2,313	118.8
Placement with Other Banks	548	1,338	(790)	(59.1)
Securities	5,174	2,773	2,401	86.6
Loans	12,914	10,561	2,353	22.3
CKPN	386	174	212	121.8
Liabilities	19,388	13,199	6,189	46.9
Third Party Funds	19,026	12,643	6,383	50.5
Current Accounts	5,981	4,426	1,555	35.1
Savings Accounts	744	840	(96)	(11.4)
Deposits	12,301	7,377	4,924	66.7
Equity	4,676	4,599	77	1.7
Profit and Loss				
Operating Income	751	692	59	8.5
Net Interest Income	694	645	49	7.6
Interest Income	1,399	1,157	242	20.9
Interest Expense	(705)	(511)	(194)	38.0
Other Operating Income	57	47	10	22.0
Operating Expense	(567)	(488)	(79)	16.2
Operating Income Before Provisions	184	204	(20)	(9.9)
Provisions	(245)	(36)	(209)	580.2
Profit (Loss) After Tax	50	132	(82)	(62.0)

*Unaudited

hibank Financial Ratio Performance

Account	2025* (%)	2024 (%)	Difference %	
Return On Asset (ROA)	0.3	1.1	(0.7)	↑
Return On Equity (ROE)	1.2	3.1	(2.0)	↑
Operating Expenses to Operating Income (BOPO)	104.2	86.0	18.2	↑
Current Account Saving Account (CASA)	35.3	41.7	(6.3)	↑
Net Interest Margin (NIM)	3.7	4.4	(0.7)	↑
Loan to Deposit Ratio (LDR)	67.9	83.5	(15.6)	↑
Cost of Fund (COF)	4.9	4.8	0.1	↑
Capital Adequacy Ratio (CAR)	40.7	47.0	(6.3)	↑

*Unaudited

Overall, amidst interest rate pressures and challenges from increasing national banking risks due to uncertain economic conditions, hibank was able to record positive performance.

In 2025, hibank demonstrated operational resilience as reflected in its Interest Income, which grew by 20.9% (YoY) to Rp1,399 billion. This indicates that the Bank remains focused on its intermediation function amidst market dynamics. Although Interest Expenses increased by 38.0% (YoY) in line with global and domestic interest rate pressures, Net Interest Income was still able to grow by 7.6% (YoY).

Other operating income grew positively by 22.0% (YoY) to Rp57 billion. This reflects the Bank's success in optimizing non-interest income to mitigate pressure on the Net Interest Margin (NIM), which stood at 3.7%.

Operating expenses were recorded to have increased by 16.2% (YoY) to Rp567 billion. This increase is a consequence of the company's strategic steps, primarily the implementation of information technology development within the framework of a comprehensive digital transformation, as well as efforts to strengthen future banking service infrastructure.

The ROE and ROA ratios in December 2025 were recorded at 1.1% and 0.3%, respectively. These ratios decreased compared to the same period the previous year, in line with the decline in Profit After Tax, which was recorded at Rp82 billion, due to an increase in loss provisioning costs and investments in technology. Despite facing challenging economic dynamics, hibank maintained the effectiveness of its funding strategy. The CASA ratio stood at 35.3% in December 2025. Although there was a shift from the previous year, hibank remains committed to increasing the portion of low-cost funds through digital service innovation.

In terms of liquidity, the Loan to Deposit Ratio (LDR) was maintained at a healthy level of 67.9% as of December 2025. This figure indicates that hibank has more than sufficient liquidity space to support future credit expansion as economic conditions improve.

Management of the cost of funds remains a key focus, where the Cost of Fund (COF) was successfully managed at 4.8%. This proves the effectiveness of management in managing the liability structure amidst high interest rate trends. From the capital side, the Bank's Capital Adequacy Ratio (CAR) remained at a very strong level of 40.7% as of December 2025. This capital level, which is well above regulatory requirements, reflects hibank's resilience and solid capability in supporting sustainable business growth and facing future market risks.

In addition, hibank also received various awards in 2025 as a form of appreciation from third parties for its performance, including the following:

No	Award Name	Date	Event Name	Organizer
1	THE BEST MOBILE BANKING BANK UMUM KONVENSIONAL 2025 - KBMI 1 - Peringkat 1	20 Maret 2025	14th Digital Brand Awards	Infobank
2	THE 3rd BEST BANK DIGITAL 2025 - KBMI 1 - Peringkat 1	20 Maret 2025	14th Digital Brand Awards	Infobank
3	The Best Indonesia Sales Marketing Awards 2025 Gold Award (B) Excellent (4 Star) Category: Private Comapany-Bank-Asset: Rp10T - 15T	30 April 2025	Indonesia Sales & Marketing Awards 2025	Economic Review
4	The Best Indonesia Finance Award 2025 Platinum Award (A) (Very Excellent) (5 Star *****) Category: Bank - Private Company - Asset > Rp10T	28 Mei 2025	Indonesia Finance Award 2025	Economic Review
5	Innovative Future Finance Awards 2025 The Most Innovative Future Finance Awards 2025 for Encouraging MSME Development and Increasing Sustainable Financing Disbursement" dalam kategori Digital Bank.	19 Juni 2025	Innovative Future Awards 2025	Plus Idea Komunika & goodmoney.id
6	Indonesia Best Bank Awards 2025 Indonesia Best Bank 2025 for Empowering MSMEs through Integrated Digital Solutions, (Category: KBMI 1, Bank Digital)	25 Juni 2025	Indonesia Best Bank Awards 2025	wartaekonomi.co.id
7	Indonesia IT & Digital Operational Excellence Award 2025 Indonesia IT & Digital Operational Excellence Award 2025 PLATINUM Award (A) (Very Excellent) (5 Star ****)	15 Agustus 2025	Indonesia IT & Digital Operational Excellence Award 2025	Economic Review
8	THE EXCELLENT PERFORMANCE BANK - KBMI 1	29 Agustus 2025	Economy Mastery Forum 2025	Infobank
9	Top GRC Awards 2025 (4 Star)	8 September 2025	Top GRC Awards 2025	Top Business
10	Champions of Growth (Kategori KBMI 1)	17 September 2025	Bisnis Indonesia Financial Awards (BIFA) 2025	Bisnis Indonesia
11	THE ASIANPOST BEST STATE-OWNED ENTERPRISE 2025	2 Oktober 2025	Indonesia Economic Summit 2025	Infobank
12	The Best Indonesia Annual Report Awards 2025	14 November 2025	Indonesia Annual Report Awards 2025	Economic Review

PT BNI Modal Ventura ("BNI Ventures")

BNI Ventures is a venture capital firm established by BNI to address the challenges and opportunities arising from the rapid development of the digital economy ecosystem. As a corporate venture capital firm focusing on investments with synergistic value-add, BNI Ventures prioritizes collaboration and synergy across the entire BNI Group ecosystem. This approach not only drives the accelerated growth of startups and potential digital businesses but also strengthens the integration of technology-based financial services, ensuring the sustainability of innovation and creating added value for the BNI Group. Through these steps, BNI Ventures is committed to becoming a relevant, adaptive, and impactful catalyst for digital transformation.

BNI Ventures envisions itself as a leading corporate venture capital firm in Southeast Asia, with a focus on creating synergistic value and achieving superior investment performance while growing sustainably. To achieve this vision, the company engages in various operational activities in the form of equity participation, the purchase of convertible bonds (quasi-equity participation), funding through the purchase of debt securities issued by startups or businesses in the development stage, as well as venture debt financing for productive enterprises. BNI Ventures also aims to manage venture funds that not only provide financial returns through high investment yield potential but also offer strategic benefits such as access to innovation, the expansion of the business ecosystem, and strengthening the competitiveness of BNI Group in the digital economy sector.

Gradually BNI Ventures has developed 5 (five) main strategic steps in the work plan, namely:

1. Governance, Legal & Compliance
   Overseeing the company's business and operational activities from a legal and compliance perspective by accommodating the company's needs without neglecting the protection of the company's interests and compliance with applicable regulations.
2. Investment & Risk Management
   Proactively, identify investment opportunities and invest in startups that have the potential to provide financial benefits with controlled risks, while making a positive contribution to business development in the BNI Group ecosystem, while adhering to the principle of prudence. This investment strategy is also focused on strengthening business synergies and supporting sustainable digital ecosystem growth.
3. Synergy & Innovation
   Actively participating in ecosystem activation and innovation activities in the industry and acting as a liaison between business solutions offered by startups to business units within the BNI Group.
4. Finance & Strategy
   Optimize planning and management of financial resources to achieve targets and objectives, support the execution of strategic plans, and become a bridge for stakeholders.
5. People & Culture
   Encourage increased capability and employee performance and build a positive, creative, agile and collaborative work culture to support sustainable company growth and synergy, while strengthening employee involvement, capability and sense of ownership.

BNI Ventures Share Ownership

(%)



BNI Ventures Financial Performance

Account	2025* (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Balance Sheet				
Assets	541,2	523,9	17,3	3.3
Current Assets	453,8	458,9	(5,1)	(1.1)
Venture Capital Assets	86,3	62,2	24,1	38.7
Fixed Assets	0,6	2,0	(1,4)	(70.0)
Other Assets	0,5	0,8	(0,3)	(37.5)
Liabilities	13,2	8,1	5,1	63.0
Equity	528,0	515,8	12,2	2.4
Profit/Loss				
Operating Income	16,0	7,6	8,4	110.5
Other Operating Income	28,3	30,6	(2,3)	(7.5)
Total Income	44,3	38,2	6,1	16.0
Operating Expenses	(23,7)	(23,8)	(0,1)	(0.3)
Profit Before Tax	20,6	14,4	6,2	43.1
Deferred Tax	(2,6)	(0,4)	(2,2)	550.0
Tax	(5,7)	(6,1)	(0.4)	(6.6)
Profit After Tax	12,3	7,9	4,4	55.2

*Unaudited

BNI Ventures Financial Ratio Performance

Account	2025* (%)	2024 (%)	Increase (Decrease) %	
Return On Asset (ROA)	2.3	1.5	0.8	
Return On Equity (ROE)	2.3	1.5	0.8	

*Unaudited

In 2025, BNI Ventures continued to demonstrate its commitment to realizing sustainable growth through investment activities, in accordance with its founding mandate. Amidst macro and global uncertainties, as well as a challenging investment climate for startups in the country, BNI Ventures strengthened its investment process by placing greater emphasis on the fundamental aspects and governance of startups. In the third quarter of 2025, BNI Ventures successfully completed an investment in a startup operating in the insurtech sector. This investment is an embodiment of the fintech ecosystem thesis aimed at strengthening BNI Group's access to the healthcare ecosystem. Additionally, BNI Ventures remains active in exploring other investment opportunities, both directly and indirectly through the formation of venture funds.

BNI Ventures' financial performance grew well, with total revenue recorded at Rp44.3 billion, an increase of 16.0% compared to the same period the previous year. The proportion of operating income to total revenue rose from 20% in 2024 to 36% in 2025, indicating a positive trend in business capacity expansion. This increase in revenue was driven by the recording of investment asset revaluation, interest income from convertible notes investments, and returns from fund placements. On the other hand, operating expenses in 2025 were recorded at Rp23.7 billion, remaining relatively stable compared to the previous year. Operating cost components included human resource costs, professional service expenses, and other office requirements to support business development and meet the company's strategic needs. The combination of increased revenue and relatively stable cost components supported the achievement of a net profit of Rp12.3 billion in 2025, a significant increase of 55.7% compared to 2024.

This positive achievement should be viewed as a milestone in the company's consistent and sustainable business development, which not only generates a positive profit contribution for the BNI Group but also brings synergistic value that supports innovation and problem-solving processes within the BNI ecosystem. Through the implementation of the BNV Arcade innovation program, BNI Ventures encourages synergistic collaboration between the BNI Group and the startup ecosystem as part of its efforts to create added value for both the BNI Group and the digital startup industry in Indonesia. As part of these activities, BNI Ventures organizes acceleration and incubation programs by collaborating with strategic partners, as well as facilitating matchmaking between startups and relevant business units within the BNI Group. This program is designed to accelerate the growth of startups to reach their maximum potential while providing strategic benefits for the BNI Group in facing competition in the digital economy sector and driving the acceleration of digital transformation.

Subsidiary Segment Profitability

Overall, the revenue and profitability of the Subsidiary Company segment are presented as follows:

Account	2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Profit (Loss)					
Interest income - net	1,086	990	96	9.7	↑
Premium income - net	(1.5)	(1.7)	0.2	(13.1)	↑
Insurance income and investment income - net	800	768	32	4.1	↑
Other operating income	774	1,037	(263)	(25.4)	↑
Provision for impairment	(568)	(230)	(338)	147.1	↑
Other operating expenses	(1,850)	(1,866)	16	(0.8)	↑
Operating profit	240	698	(457)	(65.8)	↑
Non-operating income (expenses) – net	(13)	(88)	75	85.7	↑
Profit before tax expense	228	610	(382)	(62.7)	↑
Tax expense	(81)	(41)	(40)	97.0	↑
Net profit	146	569	(422)	(74.3)	↑
Financial Position					
Total Assets	63,719	**53,377**	10,341	19.4	↑
Total Liabilities	50,571	**40,362**	10,208	25.3	↑

Subsidiary Segment Prospects, Potential And Strategies For 2025 For The Future

BNI Life

The Company consistently strives to strengthen its capacity in facing various challenges within the life insurance industry while continuing to deliver added value to stakeholders and ensuring business sustainability for the future.

The recent surge in health claims remains a prominent issue in the life insurance industry, driven by medical cost inflation, over-utilization of benefits, overtreatment in hospitals, and extreme climate changes. In response, BNI Life has implemented improvements, including strengthening underwriting processes and evaluating the alignment of products and premiums.

The Company has also implemented the Financial Accounting Standards Statement (PSAK 117), which became effective on January 1, 2026.

Looking ahead, the Company will adopt technology more extensively, including the utilization of mobile applications, data analytics, and Artificial Intelligence (AI). Through these technologies, the Company aims to enhance effectiveness and efficiency in distributing products and services while significantly expanding its market reach.

BNI Life's key strategies for 2026 are as follows:

1. Optimizing market penetration through synergy and strategic collaboration.
2. Optimizing investment yields and portfolio diversification.
3. Strengthening transparency, visibility, and operating expense control.
4. Increasing risk awareness and accelerating digital transformation.
5. Strengthening corporate culture and leadership.
6. Executing the Sharia spin-off and strategic preparations for the Danantara consolidation.

BNI Sekuritas

To enhance its position in the Indonesian capital market and continue providing the best solutions for clients, BNI Sekuritas will focus on developing technology and business segments, improving service quality, and strengthening synergy with the BNI Group in 2026. These efforts will cover various business lines, including Securities Brokerage (Retail Brokerage, Institutional Equities Brokerage, and Institutional Fixed Income Brokerage) and Underwriting.

BNI Finance

In facing increasingly competitive business rivalry and challenging market conditions, BNI Finance will focus on the captive market segment, both retail and fleet, by leveraging the BNI ecosystem database. By maximizing cooperation between BNI branches and divisions handling corporate consumers, the Company expects to support portfolio growth. To optimize market penetration, the Company is diversifying its products through used car financing while remaining focused on the new car market by maximizing competitive programs and prudent processes with partner dealers.

The strategic steps to be implemented by BNI Finance in 2026, continuing the previous year's initiatives, include:

1. Enhancing human resource quality.
2. Captive market penetration.
3. Refining credit processes and improving AR quality.
4. Improving funding structure and cash flow.
5. Product diversification.
6. Information technology development.

BNI Remittance

Currently BNI Remittance together with BNI KLN Hong Kong is conducting a comprehensive study to prepare for business transformation. This is being done as a responsive step to changes in customer transaction patterns in Hong Kong. In 2026, the target for business transformation will be carried out so that efficient business patterns and increasing market share in the remittance business in Hong Kong can be executed well.

hibank

In 2026, as a continuation of the transformation process stages that have been undertaken, hibank will advance to the next phase, focusing on strengthening the infrastructure and organization built during the transformation phase. This effort aims to ensure sustainable business growth with a primary focus on the Micro, Small, and Medium Enterprises (MSME) segment.

hibank's Business Development Strategy for 2026:
The Bank's strategy in 2026 focuses on transforming its role from a mere financial service provider to a primary orchestrator in an integrated digital economy. This strategy rests on three main pillars:

1. Value-Added Ecosystem Orchestration: The Bank focuses its growth on mastering the integrated value chain, positioning itself as the primary orchestrator connecting all stakeholders within the digital ecosystem to strengthen dominance in strategic sectors.
2. Architecture Modernization and Digital Efficiency: Transformation is directed toward strengthening operational infrastructure through automation and data-driven decision-making. This step aims to create lean business processes and accelerate more precise customer acquisition through digital channels.
3. Talent Optimization and Work Culture: The Bank focuses on enhancing human resource capacity and building a result-oriented work culture. Through a competitive and adaptive work environment, the Bank ensures organizational readiness to face industry challenges and win market competition.

To support business growth in alignment with its Vision and Mission, the following is a summary of the Bank's optimistic and forward-looking work plans and initiatives for 2026:

1. Prudent business development in the digital supply chain through engagement with principals, suppliers, distributors, sub-distributors, and retailers.
2. Strengthening end-to-end visibility within selected ecosystems to reinforce the Bank's role as an orchestrator for the MSME ecosystem.
3. Automating business processes to support the digitalization of operations from the middle to the back end.
4. Competing to lead in human capital capabilities driven by a high-performance culture.
5. Enhancing business efficiency through the digitalization of operations, processes, and work culture.
6. Increasing customer acquisition through digital channels leveraging data-driven insights.

BNI Ventures

Amidst the challenging venture capital investment climate, BNI Ventures is strategically positioned to strengthen its role as a driver of investment and innovation within Indonesia's digital ecosystem. Supported by the BNI Group and the dynamic growth of national startups, BNI Ventures holds strong prospects for scaling its investments, deepening business synergies, and creating sustainable long-term value. A diversified, disciplined investment approach aligned with the Group's strategic needs serves as the primary foundation for BNI Ventures' business development.

The core potential of BNI Ventures lies in its ability to integrate investment activities with the BNI Group's digital transformation agenda. By identifying startups relevant to banking and financial services, BNI Ventures can generate direct and measurable added value for the Group. Furthermore, the development of venture fund instruments opens new opportunities to expand the portfolio base; this approach also has the potential to create more stable and recurring revenue streams. Collaboration with other VCs and CVCs, along with active involvement in incubators, accelerators, and startup summits, further strengthens the potential for building a high-quality and sustainable investment pipeline.

The following is an outline of BNI Ventures' strategic focus for 2026:

1. Investment Strategy and Portfolio Management
   BNI Ventures will implement an investment strategy and diversification approach that balances investments between early-stage and growth-stage startups. The focus remains on strategic sectors with measurable synergy potential with BNI Group's business units, such as fintech, fintech enablers, fintech ecosystems, AI applications, and green tech. Strengthening and accelerating the investment process is also an internal focus, supported by enhancing internal capabilities and fine-tuning due diligence processes, investment decision-making, and sustainable portfolio management. These efforts will continue to prioritize the principles of prudence, risk management, and compliance with internal procedures and applicable regulations.
   To maintain the sustainability and quality of deal flow, BNI Ventures will proactively build an investment pipeline through scouting activities in incubators, accelerators, venture builders, and various startup forums, as well as increasing co-investment collaboration with strategic VCs and CVCs using flexible investment instruments such as equity purchases, convertible bonds, or other instruments agreed upon by the parties.

2. Diversification and Expansion Through Venture Fund Management
   As a step toward increasing business scale and sustainability, BNI Ventures is preparing the issuance of a Venture Fund by collaborating with strategic partners. This Venture Fund will be managed independently, prudently, and separately from the company's balance sheet, serving as a new source of sustainable revenue. Through the Venture Fund, BNI Ventures can also expand its investment exposure to other sectors that offer optimal yield potential in accordance with the theme and mandate of the venture fund.

3. Group Synergy and Innovation Programs
   BNI Ventures will become increasingly active in running the BNV Arcade synergy and innovation program as part of its contribution to industry development. Match-making, incubator, accelerator, and venture builder programs will be developed to enhance startup capacity and capabilities while driving innovations relevant to BNI Group's needs. The integration of startup solutions into the BNI Group's digital ecosystem will be a primary focus to create tangible and measurable business impact.

SEGMEN GEOGRAFIS

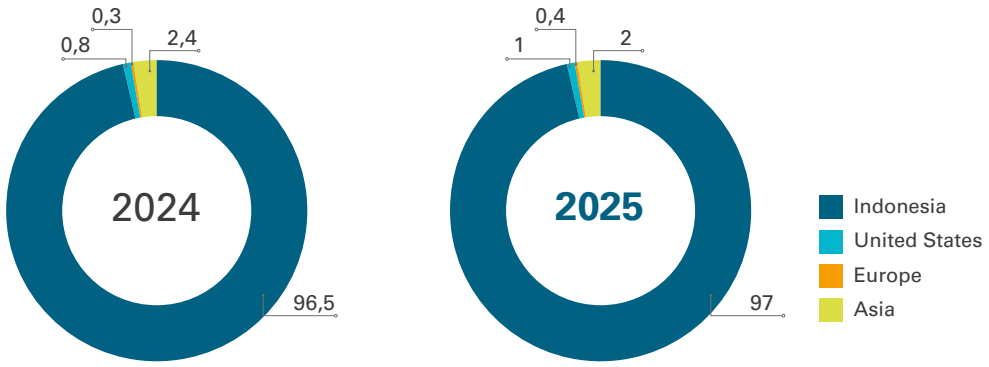
In addition to presenting operating segments based on main customer groups and products, BNI's Audited Financial Report also presents geographic segment information that can provide an overview of BNI's business distribution. BNI's geographical segment is divided into Indonesia, the United States, Europe, and Asia. To provide an overview of the distribution of business from the geographical segment, the following shows the contribution per region to BNI's interest income and total assets.

Interest Income - Net Composition per Geographic Segment

Segment	2025		2024		Increase (Decrease)	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Indonesia	38.929	97	39.082	96,5	(153)	0.4
United States	281	1	311	0,8	(30)	9.6
Europe	170	0,4	132	0,3	(38)	29
Asia	951	2	953	2,4	(2)	0.2
Adjustments and Eliminations	2	0	2	0	0	0
Interest Income – Net	40.333	100,0	40.480	100,0	(147)	0.4

Interest Income - Net Composition per Geographic Segment

(%)

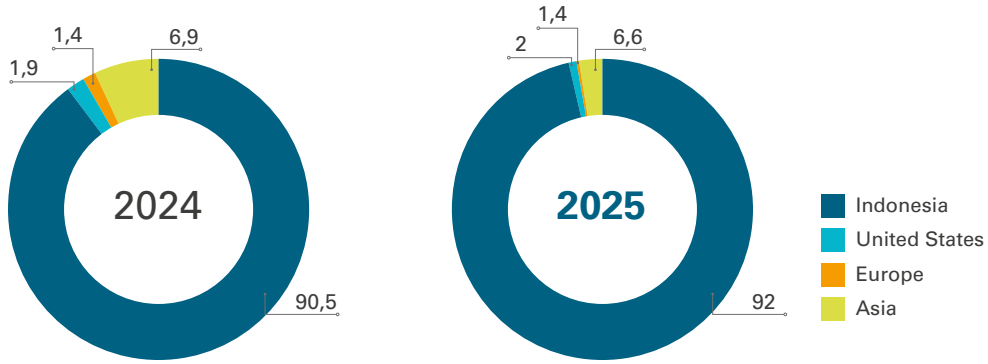


Bank Assets Composition per Region

Segment	2025		2024		Increase (Decrease)	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Indonesia	1.248.299	92	1.022.444	90,5	225,855	22,9
United States	22.499	2	21.339	1,9	1,160	5,4
Europe	17.728	1,4	15.820	1,4	1,908	12
Asia	81.730	6,6	77.876	6,9	3,854	4,9
Adjustments and Eliminations	(7.997)	(0,6)	(7.673)	(0,7)	324	4,2
Total Assets	1.362.055	100,0	1.129.806	100,0	232,248	20,5

Composition by Region to Bank Assets

(%)



It can be seen from the table and graph above that in 2025, the Indonesian region continued to provide the largest contribution to BNI's net interest income as well as the Bank's total assets. The Indonesian region's contribution to the Bank's net interest income in 2025 was recorded at IDR38.9 trillion or 97.0%, a decrease of IDR1.5 trillion or 0.4% compared to 2024, which stood at IDR39.1 trillion or 96.5%. Meanwhile, the Indonesian region's contribution to the Bank's total assets in 2025 was recorded at 92%, an increase of IDR225.9 trillion or 22.9% compared to the previous year which reached 90.5%, with an increase of IDR27.4 trillion or 2.8% from 2024.

The financial performance of the Geographical Segment for 2024-2025 can be presented as follows:

Account	Indonesia				United States			
	2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)		2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Profit (Loss)								
Interest Income – Net	38.928	39.082	(154)	0.4	281	311	(30)	9.6
Premium Income – Net	1.523	1.752	(229)	13,1	0	0	0	0
Operating Income	23.151	22.103	1,048	4,7	63	55	8	14.5
Provision for Impairment Losses	(9.529)	(8.046)	1,483	18,4	3	15	(12)	80
Other Operating Expenses	(29.425)	(28.096)	1,329	4,7	(215)	(198)	17	8,6
Operating Profit	23.923	25.809	1,886	7,3	130	182	(52)	28,6
Net Non-Operating Income (Expenses)	2	(16,5)	167	101	(6)	10	-16	16
Profit Before Tax Expenses	23.925	25.793	1,868	7,2	129	192	-63	32,8
Tax Expenses	(4.286)	(4.899)	613	12,5	0	0	0	0
Net Profit	20.111	21.669	1,558	7,2	129	192	-63	32,8
Financial Position								
Total Assets	**1.248.299**	**1.022.767**	**225,532**	**22,1**	**22.396**	**21.339**	**(1,057)**	**5**
Total Liabilities	**1.066.682**	**850.828**	**215,854**	**25,3**	**22.498**	**21.496**	**1,002**	**4,7**

	Europe				Asia			
	2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)		2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
		132				953		
		0				0		
		206				490		
		40				(219)		
		(230)				(687)		
		148				538		
		0				4		
		148				542		
		0				0		
		148				542		
		15.820				**77.876**		
		15.985				**78.375**		

Digital Banking

Digital banking initiatives have become one of BNI's main strategic agendas in strengthening competitiveness and expanding access to financial services in the digital economy era. Through digital banking initiatives, BNI is committed to providing modern, inclusive, and easily accessible banking services to support customers' online financial transactions through various digital platforms. This effort is not only focused on internal development but is also aligned with national policy directions through the 2030 Indonesian Payment System Blueprint (BSPI) issued by Bank Indonesia. This support is manifested through the acceleration of payment industry transformation within the framework of open banking, data openness, enhancement of retail payment systems, as well as strengthening the interlink between banking and digital financial service players.

National digital economic and financial transactions continued to grow strongly. Bank Indonesia (BI) data suggested that digital economic and financial transactions would remain strong until August 2025, in line with more bustling corporate and government activity. Bank Indonesia-Real Time Gross Settlement (BI-RTGS) transactions in Q4 2025 increased 31.04% (yoy) to IDR65,069.78 trillion. From the retail side, BI-FAST transaction volume grew 30.44% (yoy) to 1,358.65 million transactions. Digital payment transactions totaled 14.26 billion, representing 39.21% year-on-year growth. QRIS transactions continued to grow rapidly, registering 139.99% (yoy). Meanwhile, TapCash transactions, BNI's card-based electronic money, grew 23.3% (yoy) to reach 142.0 million transactions. QRIS transaction nominals grew rapidly by 130.4% (yoy) to reach Rp48.9 trillion.

Throughout 2025, BNI continued to improve and develop its digital banking capabilities to provide convenience, speed, and comfort for customers. BNI's digital services can be accessed through various channels such as wondr by BNI, BNI Mobile Banking, BNIdirect, Internet Banking, SMS Banking, BNI Agen46, as well as ATM and CRM. Through these channels, BNI offers various superior features such as Online Debit, SMS Notification, and Digital Card Issuance to support a more complete and modern banking experience. BNI's digital innovations are also directed toward supporting government and Bank Indonesia policies in accelerating the digitalization of the payment system and expanding national financial inclusion.

In supporting customer convenience for personal transactions, BNI provides digital products for the retail segment through wondr by BNI and BNI Mobile Banking, and BNIdirect for the wholesale segment. These products are developed with a customer-centric approach, supported by qualified IT capabilities and the utilization of internal systems to enhance transaction security.

DIGITAL BANKING PRODUCTS AND SERVICES FOR CONSUMERS

1. Mobile Banking

Since its launch on July 5, 2024, wondr by BNI is BNI's mobile banking application developed to support transaction ease and enhance the retail customer experience. This application is designed using technology and development approaches relevant to user needs, prioritizing more personalized services through the use of data and analytics.

The journey in 2025 became an important momentum for wondr by BNI to further expand its reach and provide a more comfortable and secure banking experience for all customers. In the Transaction dimension, services cover the daily transaction needs of personal customers such as domestic transfers, international transfers, e-wallet top-ups, TapCash top-ups, QRIS payments, bill payments, scheduled transfer settings, credit card applications, installment conversions, credit card cash funds, and various Lifestyle features such as transportation (trains, Whoosh, and flight tickets), sports (race pack collection reservations for the Jakarta Running Festival (JRF 2025) and wondr Futsal Series), vehicle loans (in collaboration with BNI Finance), and entertainment (tickets for BNI Java Jazz

Festival and Forestra). In the Insight dimension, the service aims to provide summaries and analysis of financial activities to help customers understand transaction patterns. Meanwhile, the Growth dimension of wondr by BNI presents various financial product and service options that support medium and long-term financial planning and development. wondr by BNI also allows users to view all assets within the BNI ecosystem and Subsidiary Companies, from Savings and Current Accounts, Time Deposits, to various investment products on a single screen.

Mobile Banking Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Users (millions)	29.7[1)]	23.4	6.3	27	↑
Number of Transactions (million)	2,295.4[2)]	1,685.0	610.4	36	↑
Transaction Volume (IDR-trillion)	1,972.3[3)]	1,551.4	420.9	27	↑

*Note: The information presented is the combined performance of wondr by BNI and BNI Mobile Banking
[1)] 59.4% of total users are BNI Mobile Banking users.
[2)] 41.4% of the total number of transactions were conducted through BNI Mobile Banking.
[3)] 40.0% of the transaction volume originated from BNI Mobile Banking.

In line with the developments carried out, performance showed significant growth, with wondr by BNI as the primary transaction channel for individual customers, while BNI Mobile Banking remained operational during the migration process with a contribution of 59.4%. Various innovations implemented throughout 2025 led wondr to win national and international awards in 2025, such as the iF Design Award organized by iF International Forum Design—the world's oldest independent design organization based in Hannover, Germany, in March 2025—and the Digital Transformation Catalyst Award from the 2025 Anugerah Penggerak Nusantara organized by iNews Media Group in November 2025. These achievements reflect the commitment to improving service quality, driving digital channel adoption, and supporting sustainable business growth.

2. ATM and CRM

This Banking service channel is ready to facilitate customers 24 hours a day to conduct cash withdrawals (Cash Recycle Machine/CRM), balance checks, transfers, payments and purchases. As of December 31, 2025, BNI had 13.396 ATM/CRM machines, including 3,472 ATMs for people with disabilities throughout Indonesia, connected to ATM Link, Merah Putih, Bersama, Prima, Alto networks, and international networks such as Mastercard, Visa, JCB, APN, Union Pay and Cirrus.

ATM/CRM Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (million)	703,0	912,0	(209,0)	(23)	↓
Transaction Volume (IDR-trillion)	501,9	630,0	(128,1)	(20)	↓
Availability ATM CRM (%)	99,9	99,8	-	0,1	↑

The decline in ATM/CRM transactions reflects a shift in customer behavior as they increasingly rely on BNI's digital channels, particularly mobile banking, to meet their daily transaction needs. The trend of digitalization and the adoption of cashless transactions, especially in urban areas, have further driven the reduction in customer dependence on cash. Currently, the five primary transactions that still dominate ATM/CRM usage include cash withdrawals, interbank transfers, intra-bank BNI transfers, bill payments, and electronic money. Overall, the average frequency of ATM/CRM transactions decreased by approximately 23%, in line with the growing customer preference for more practical and efficient digital services. Nevertheless, BNI continues to optimize the ATM/CRM channel through collaborations with various parties to serve segments that still require cash transactions.

The development of ATM/CRM channels is focused on partnerships with third parties, such as e-commerce partners and Regional Development Banks (BPD), to provide cardless cash withdrawal services and other facilities. Furthermore, the strengthening of the CRM channel enables customers to perform cash deposits and withdrawals without visiting a branch, while simultaneously supporting a gradual transition from cash to digital transactions.

3. BNI SMS Banking

BNI SMS Banking is a banking service facility that can be used by customers for transfers, payments, and purchase transactions, which can be accessed via the BNI SMS Banking application, SMS Syntax, and USSD access *141#. This service provides banking transaction inclusiveness and convenience, especially for customers in areas that have low internet connectivity.

SMS Banking Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Users (millions)	12,4	12,7	(0,3)	(2)	↓
Number of Transactions (million)	725,9	688,0	37,9	6	↑
Transaction Volume (IDR-billion)	3,4	8,5	(5,1)	(60)	↓

BNI SMS Banking remains a preferred option for some customers in making transactions. Along with the expansion of digital infrastructure to rural areas, the use of this service tends to decline. However, BNI continues to maintain SMS Banking as an optional channel to accommodate the needs of customers in areas where internet access remains limited.

4. BNI Internet Banking

Through BNI Internet Banking, customers can enjoy banking service channels that can be accessed via a web browser with the official BNI Internet Banking URL. To ensure transaction security, BNI Internet Banking is supported by multi-layered security standards with two types of financial transaction authorization tools, namely BNI e-Secure and BNI m-Secure, based on customer needs when conducting business transactions.

Internet Banking Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Users (millions)	2,2	2,2	0	(0,3)	↓
Number of Transactions (million)	4,7	10,3	(5,6)	(54)	↓
Transaction Volume (IDR-billion)	10,1	18,9	(8,8)	(47)	↓

5. Credit Card

A credit card is a consumer loan product used as a payment instrument through physical or virtual cards, accessible to both individuals and corporations for payments of obligations arising from shopping transactions and/or cash withdrawals.

As a payment instrument, credit cards have now transformed from physical card-based instruments into a payment ecosystem or digital source of fund. This transformation provides various additional features for customers, including:

a. Digital Card Issuance
Digital credit card issuance for applicants who apply for BNI credit cards through digital channels, enabling cardholders to use their digital credit cards for transactions at e-commerce merchants or through wondr by BNI.

The digital credit card application process is aligned with digitalization efforts using Biometric Face Recognition & Liveness as e-KYC, providing convenience, security, and comfort for prospective cardholders.

b. Credit Card Source of Fund
Credit card source of fund allows customers to conduct BNI credit card transactions in the wondr by BNI super app through QRIS features, card to cash, and bill payments to provide convenience and a better customer experience.

c. Credit Card Management via wondr by BNI
Credit card management through wondr by BNI, where customers can utilize various features such as activation, PIN changes, transaction notifications, BNI Rewards Point information, installment conversions, limit increase applications, and card blocking.

d. Virtual Card Number
Virtual Card Number (VCN) is a BNI credit card feature used as a more effective and efficient alternative for credit card payments, providing comfort and convenience in online transactions (card not present) with a unique virtual number as a replacement for the original credit card number used in BNI corporate credit cards.

6. SMS Notification

An information service for customers' banking transactions delivered via SMS to the mobile number registered by the customer for notification of customers debit/credit transactions, especially BNI Taplus/ BNI Giro IDR Individual account holders. Through SMS Notifications, customers will be informed about all financial transactions that occur in their accounts, and help prevent potential unauthorized transactions.

7. BNI Debit Online

BNI Debit Online (BDO) is a method of paying for online transactions using a Virtual Card Number (VCN) requested via BNI Mobile Banking, thus providing convenience for customers making transactions. The Virtual Card Number also increases the security of customer accounts by preventing the customer's original debit card number from being known by third parties.

8. BNI Agen46

BNI Agen46 is BNI's strategic partner in delivering inclusive banking services to all levels of society, including areas not yet reached by Bank outlets or ATMs. Through a continuously growing network of agents, BNI Agen46 not only provides easier, faster, and closer daily banking transactions but also supports the implementation of government programs, such as the distribution of social assistance through the Family Hope Program (PKH), Sembako Program, Smart Indonesia Program (PIP), and Direct Cash Assistance for People's Welfare (BLTS Kesra) for Beneficiary Families (KPM).

The presence of BNI Agen46 makes community transactions more flexible as it can serve customers outside of office operating hours and shift small-value transactions from BNI outlets to agents, thereby enhancing customer convenience while improving branch operational efficiency. Furthermore, BNI Agen46 acts as an extension of BNI's channel to tap into the business potential of local communities through the opening of BNI Pandai and BNI Simpanan Pelajar accounts, as well as providing referrals for various other BNI products such as People's Business Loans (KUR), BNI Wirausaha (BWU), BNI Credit Cards, wondr by BNI, and other BNI banking products.

BNI Agen46 Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of BNI Agen46 (agents)	217.013	213.370	3.643	1,7	↑
Transaction Volume (IDR-million)	121,8	79,4	42,4	53,4	↑
Fee Based Income (Rp-miliar)	189,5	164*	25,5	15,6	↑
DPK BNI Agen46 (Rp-triliun)	7,1	4,8	2,2	46,4	↑

*)Reproduced

The number of BNI Agen46 continues to increase and expands the reach of banking transaction services to the public. In 2025, the number of BNI Agen46 grew by 1.7%, in 6,174 districts and 35,729 sub-districts/ villages throughout Indonesia. The number of transactions generated by BNI Agen46 in 2025 reached 121.8 million transactions with the dominant transactions being cash withdrawals, transfers, deposits, credit purchases, electricity payments and travel ticket purchases. The increase in BNI Agen46 transactions had a positive impact on the achievement of Fee Based Income which grew by 15.6% (YoY) in 2025. This also had an impact on the increase in BNI Agen46 Operational TPF which grew by 46.4% (YoY) in 2025.

BNI Agen46 is targeted to continue expanding the number of agents and Fee Based Income growth. The expansion strategy will focus on expanding to qualified BNI Agen46 candidates, considering the location coverage of BNI offices and outlets, ATM/CRM networks, as well as high-potential areas such as beneficiary transaction regions and government programs. In addition, the expansion is also directed to strengthen the coverage of the value chain ecosystem, including potential payroll companies, institutional customers, commercial and corporate debtors, and supporting businesses such as KDKMP, Sekolah Rakyat, and Waste Banks. The increase in BNI Agen46 business in the future will focus on massive business execution targeting the community, potential market captive customers and debtors, value chain ecosystem, and potential customer base balanced with system development, expansion of super agent partner cooperation and strengthening marketing campaigns.

9. BNI TapCash

As part of the all-in-one digital financial ecosystem, BNI has a superior card-based electronic money product, called BNI TapCash. There are several advantages of BNI TapCash, namely:

a. The transaction experience is just a matter of tapping
b. Fast transaction speed
c. Ease of BNI TapCash top up channels through several BNI channels including BNI Mobile Banking, ATM/CRM, EDC, and BNI Agen46, as well as strategic partner channels such as Tokopedia, Shopee, Gopay, LinkAja, Blibli, Indomaret, Alfagroup, and other strategic partners.
d. Acceptance of BNITapCash cards in payment ecosystems, such as tolls, parking, transportation (KRL, LRT, MRT, TransJakarta), modern retail stores (Alfagroup, Indomaret), tourist attractions, Government institutions and other payment ecosystems.

TapCash Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (million)	142,0	115,2	26,8	23,3	↑
Transaction Volume (IDR-billion)	3,42	2,78	0,64	23,2	↑

Until December 2025, BNI recorded an increase in the number of BNI TapCash transactions reaching 142.0 million or an increase of 23.3% (YoY) from the previous of 115.2 million. Transaction volume also increased by 23.2% (YoY) or reached Rp3.42 trillion from Rp2.78 trillion in the previous year. Community movement during Eid and the many long weekend periods set by the government were indicators of an increase in BNI TapCash transactions, when the volume of BNI TapCash card use increases for transportation used for going home, and in toll roads, rest areas and tourist attractions.

The increase in BNI TapCash card transactions has been driven by several factors, including the development of the TapCash top-up mechanism within the wondr by BNI application and the wide range of TapCash top-up channels through strategic partners such as Tokopedia, Shopee, Gopay, LinkAja, Blibli, Indomaret, Alfagroup, and several other strategic partners. Based on the number, TapCash top-up transactions in 2025 grew by 37.1% from the previous year.

Additionally, the expansion of TapCash transaction acceptance grew in the transportation sector, particularly in parking services, due to the rising number of parking partners collaborating with BNI. In addition, BNI has partnered with Regional Development Banks (BPD) and other institutions to provide cashless payment services through BNI TapCash. In 2025, BNI innovated through TapCash in the form of keychains and entered into strategic collaborations to release K-Pop designed TapCash. Furthermore, BNI

continues to expand into various new merchants, including those in the Food and Beverage (F&B) and entertainment sectors.

10.BI-FAST

BI-Fast is Bank Indonesia's payment system infrastructure to facilitate retail payments that can be accessed at any time. BNI as a SOE has been a BI-Fast participant since it was first launched in 2021. BNI as one of the state-owned banks has become a participant to support the creation of an integrated, interoperable and interconnected digital ecosystem.

To improve services, in 2025 new features were added in the BI-Fast transaction system, including:

a. BI FAST API development: carried out to facilitate interbank transfer services using the BI FAST scheme based to standards issued by Bank Indonesia (SNAP API).
b. RFP (Request for Payment): A feature that allows customers to easily make requests to transfer funds to other customers. This smoother process is expected to reduce difficulties in daily financial transactions.
c. Bulk Credit Transfer: This feature allows corporate customers to use BNIdirect to make transfers to several account destinations simultaneously.

Benefits of these innovations include:

a. Fast: More efficient transactions allowing time savings.
b. Easy: Intuitive user interface making it easy to carry out transactions.
c. Cheap: Competitive transaction fees for all payment types.
d. Safe: Latest security features to protect customer data and funds.
e. Reliable: A stable and reliable system for all financial transactions.

BI FAST Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (million)	367,8	253,4	114,4	45,1	↑
Transaction Volume (IDR-billion)	1.064,0	761,8	302,2	39,7	↑

During 2025, total BI-Fast transactions increased by 45,1% with an increase in the total nominal transactions reaching 39,7% compared to the previous year. Thus showing an increasing adoption and trust of customers in fast and efficient payment systems. The significant increase in BI-Fast services usage is in line with efforts to improve systems and services for customers. The strategy to increase BI-FAST transactions includes improving technological infrastructure, and increasing security features.

11.BNI Merchant Business

BNI has Merchant Business services consisting of Electronic Data Capture (EDC), Quick Response Code Indonesian Standard (QRIS) and Online Merchant transactions (Acquiring Online) as part of increasing the digitalization of financial transactions, especially retail transactions. One of BNI's strategies to develop its merchant business is quality acquisitions at hype locations in Indonesia and excellent after-sales service.

The BNI EDC network serves payment transactions using payment instruments in the form of cards (debit, credit and prepaid cards) using dip or contactless methods as well as QRIS. The BNI merchant network has wide acceptance, which is a collaboration between BNI and global principals such as VISA, MasterCard, JCB, American Express (AMEX), China UnionPay, and the National Standard, called the Nusantara Payment Gateway (GPN). BNI EDC is equipped with the latest features, including smart spending (installment feature) which provides additional transaction options for customers, a loyalty feature that facilitates customers to transact using their points, and a release cardver feature to facilitate the cancellation of credit card transactions commonly used at hotel merchants. In terms of devices, BNI has also adjusted the user interface and user experience (UI/UX) on BNI Android EDC to provide a more user-friendly and easy-to-use experience.

In addition, BNI offers superior services such as payments via BNI QRIS using the National QR code standard. With QRIS, BNI Merchants can receive payments from the wondr by BNI application, BNI Mobile Banking, or from other payment service providers (other bank applications, e-wallet applications such as Gojek, DANA, etc.). There are 2 types of QRIS payments used at BNI, namely:

a. Merchant Presented Mode (MPM), where QR customers at BNI Merchants can transact using all application providers connected to the QRIS network.
b. Customer Presented Mode (CPM), where BNI Mobile Banking customers can make QRIS transactions at all QRIS network merchants by simply showing the QR code generated by the BNI Mobile Banking application.

To increase QRIS transactions, BNI has carried out various collaborations with strategic partners such as Government institutions, including the Ministry of Finance and BPJS Employment, fintech, educational ecosystems, hospitals, markets, and others through QRIS API.

In terms of products, BNI has also implemented QRIS Tap In Tap Out which facilitates customers to transact easily and quickly in the transportation sector. To facilitate international transactions via QR, BNI has launched a QR Cross Border product to make it easier for BNI customers to carry out QRIS-based payment transactions in countries such as Thailand, Malaysia, Singapore & Japan (following countries such as Vietnam, Brunei Darussalam, India, China and South Korea).

BNI also supports merchant convenience through the BNI Merchant application that offers several superior features such as same-day merchant payments, digital merchant registration, transaction notifications in real-time transaction reports, and biometric login capabilities.

As well as EDC and QRIS, BNI also has Online Acquiring products, services provided to e-commerce merchants or online merchants. Through online acquiring, customers can carry out different types of transactions such as purchasing goods and services online and other services.

To support the ease of digital transactions for individual customers, BNI provides Direct Debit services based on SNAP BI standards. This service is designed to simplify routine payments, so customers no longer need to perform manual transfers for every bill.

QRIS Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (million)	325,0	145,4	179,6	123,6	↑
Transaction Volume (IDR-billion)	48,9	21,2	27,7	130,4	↑

BNI saw a rapid growth in QRIS transactions in line with the increase in digital payment transactions. Up to December 2025, QRIS transactions grew by 123.6% (YoY), and transaction volume grew by 130.4% (YoY), to reach IDR48.9 billion. BNI will continue to expand the network and cooperation in using QRIS through BNI Mobile Banking and QRIS merchant acceptance.

Merchant Business Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (million)	666,9	459,4	207,5	45,2	↑
Transaction Volume (IDR-billion)	145,7	113,1	32,6	27,6	↑

In 2025, BNI recorded transaction growth of 45,2% (YoY) and Transaction Volume growth of 28,8% (YoY). This was achieved with strategic partnerships with principal networks such as VISA, MasterCard, JCB, American Express (AMEX), China UnionPay, and the National Standard called Nusantara Payment Gateway (GPN), as well as by expanding the merchant network and excellent after sales services from BNI to support improving merchant business performance.

13.BNI DigiCS

BNI DigiCS is a self-service machine designed to replace Customer Service (CS) officer activities. With BNI DigiCS, customers can perform CS activities independently (self-service). The available features include account opening, card replacement, debit card unblocking, e-channel activation, PIN resets, TapCash purchases and top-ups, as well as printing account statements/transaction history.

The presence of DigiCS services allows branch CS officers to focus more on advisory and sales activities. Additionally, this service reduces customer waiting times. Activities can be conducted quickly, easily, and securely thanks to user-friendly technology.

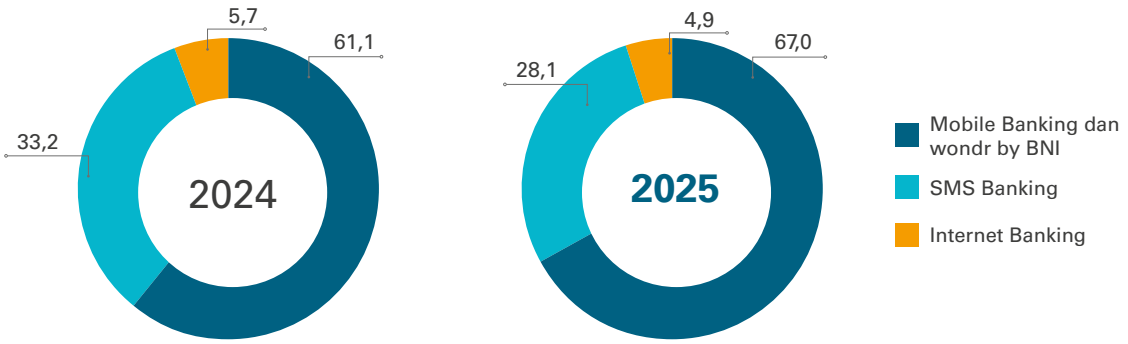
Performance of Digital Banking products and services for Consumers can be seen below..

E-Banking Users Composition*)

	2025		2024		Increase (Decrease)	
	Total (users)	Composition (%)	Total (users)	Composition (%)	Nominal (users)	Percentage (%)
BNI Mobile Banking (million)**) (juta)	29,7	67	23,4	61,1	6,3	5,9
SMS Banking (million)	12,4	28,1	12,7	33,2	(0,3)	(5,1)
Internet Banking (million)	2,2	4,9	2,2	5,7	0	(0,8)
Total	**44,4**	**100**	**38,3**	**100**	**6,1**	**15,8**

*) Data Data is presented based on the number of registered users for each product, and does not account for the possibility of Customers being registered as multi-product users.
**) The number of Mobile Banking users consists of users of wondr by BNI and BNI Mobile Banking

E-Banking Users Composition
(%)



By the end of 2025, for Digital Banking users, BNI mobile banking was the customers' first choice for transactions, showing that the programs and developments carried out by BNI are having a positive impact. This was carried out by BNI to support Government programs and the Company's internal initiatives to support economic growth in Indonesia in the digital financial sector.

DIGITAL BANKING PRODUCTS AND SERVICES FOR CORPORATE, INSTITUTIONAL, AND BUSINESS CUSTOMERS

BNIdirect

BNIdirect is an electronic channel provided by BNI for non-individual customers to carry out financial transaction activities from customer accounts at BNI more quickly, easily and safely. BNIdirect supports optimal business financial management through the following excellent features:

a. **360 view Financial Dashboard**
   This feature provides full visibility of the customer's financial condition, including cash flow, loans, deposits, and other financial information in real-time. The Financial Dashboard allows the customers to monitor in a one integrated view cash flow trends, loan information, deposits, and foreign exchange rates in. The comprehensive information supports fast and accurate data-based strategic decision-making, which is key element of a business success.

b. **Easy Onboarding Process**
   The onboarding process at BNIdirect is designed to make it easier for customers to start services without getting caught up in complex administrative procedures. Now, customers can easily open Giro and Business Savings accounts through this platform, ensuring fast access to the financial solutions needed to support business operations.

c. **Security with Multi-Factor Authentication**
   Security is BNIdirect's top priority. Through the implementation of multi-factor authentication, this platform ensures that only authorized parties can access transactions, providing additional protection that is essential in the digital era. This approach gives a sense of security for customers in carrying out financial activities online.

1. BNIdirect cash

BNIdirect Cash is designed to provide convenience and efficiency in transactions through comprehensive features, such as collection management, payment management, liquidity management, foreign exchange transactions, online trading, and supply chain management. Transaction security is guaranteed through a hard token-based authorization system (BNI e-Secure) or soft token (mobile token) combined with flexible user authority settings according to customer needs.

This platform can be accessed via the web or mobile application, providing convenience for highly mobile customers. In addition, BNIdirect also provides multilingual services, including Indonesian, English, and Mandarin, to support various customer needs. A special responsive team has been prepared to give assistance at every stage of the transaction, both before (pretransaction) and after (post-transaction) the process takes place.

a. **Collection Management**
   BNIdirect Cash supports efficient fund collection through the Autodebit service, which enables automation of fun withdrawals, as well as Virtual Account, which provides unique identification for each transaction. This feature is designed to facilitate real-time fund reconciliation, supporting smooth business operations.

b. **Payment Management**
   This service facilitates various types of payments, including mass payments, payroll, and tax payments, with high efficiency and timeliness. With the support of international connectivity, customers can also make payments in various currencies in an integrated manner, increasing flexibility in global transactions.

c. **Liquidity Management**
   This feature optimizes cash flow management through strategic solutions such as:
   - Cash Pooling: a Merging account balances to maximize the use of company liquidity
   - Range Balance & Target Balance: Management of account balances to ensure operational adequacy.
   - Notional Pooling: Cross-currency management without physically moving funds, providing greater flexibility in managing finances.

d. **Online Open Account**
   Customers can open Giro and Deposit accounts online through a real-time process, providing convenience and time efficiency. This solution is designed to support easy access to services without the complex administrative procedures.

e. **Information Management**
   This feature gives comprehensive:
   - Account Balance and Bank Statement: Ensure full visibility of financial conditions.

- Exchange Rates and Interest Rates: Current information to support strategic decision making.
- Financial Statements: Reports that can be downloaded or sent via e-mail for in-depth financial analysis.

2. BNIdirect supply chain

BNIdirect Supply Chain is a web-based digital platform that accommodates the needs of BNI, Corporates (Anchors), and Corporate Partners (Suppliers/Buyers) to conduct invoice financing transactions in electronic form.

BNIdirect Supply Chain offers various advantages in the Customer's supply chain financing process, including:

a. Guaranteed Security through the use of systems that have been certified according to international security standards and the implementation of an authorization matrix approval for every transaction conducted by the Customer.
b. Ease of Tracking transaction status and monitoring Customer facility limits in real-time, as well as the availability of comprehensive reports.
c. Transaction Efficiency where the initiation of invoice financing submission and repayment can be done anywhere through the web-based digital platform.

SCF transaction services available through BNIdirect Supply Chain include:

a. **Supplier Financing**: Financing to Corporate Partners (Supplier) for bills/receivables to Corporations that can be paid faster with a discount.
b. **Distributor Financing**: Financing to Corporate Partners (Distributors/Buyers) to settle debts to Corporations with an extension of the tenor by the Bank and fees/interest charged upon settlement.
c. **Receivable Financing**: Financing to Corporations (sellers) for accounts receivable/ unpaid bills.
d. **Payable Financing**: Financing facility to Corporations (buyers) to pay off debts to Corporate Partners (Supplier) before the due date.

The main features available in BNIdirect Supply Chain are as follows:

a. Flexible Automatic Payment, providing flexible and automatic invoice disbursement according to the date specified by the customer.
b. Automatic Settlement, providing automatic repayment of obligations on the financing maturity date.
c. Push Notification, sending transaction notifications to the customer's registered email address.
d. Customized Report, providing transaction reports tailored to the customer's needs.
e. Dashboard Monitoring, monitoring transaction activities and facility limits in a comprehensive and informative dashboard.
f. Flexible Connectivity according to customer needs (Integration with File, Integration With API).
g. Real-time Disbursement, providing immediate/real-time disbursement to the destination account once the approve/release process is completed.

3. BNIdirect trade

BNIdirect Trade is a web-based digital platform used by customers to facilitate Bank Guarantee transactions online in electronic form.

The main features of BNIdirect Trade include:

a. e-Application for online submission of Bank Guarantee issuance and amendments.
b. e-Tracking to monitor the status of Bank Guarantee issuance and amendments in real-time.
c. e-Reporting to present reports of issued/ amended and received Bank Guarantees.
d. e-Checking which allows online verification of the authenticity of Bank Guarantee documents through BNIdirect Trade, providing convenience and security in every customer transaction.

In addition, the BNI m-BG Checking feature strengthens BNIdirect Trade services by providing a validity check for Bank Guarantee documents by scanning the QR Code available on the document received by the customer using the m-BG Checking application on the customer's mobile phone, ensuring flexibility and reliability of service anywhere and anytime.

For online trade services, BNI also facilitates trade transactions (export, import, and local trade transactions/SKBDN) online.

The main features offered include:

a. Comprehensive Services, including: Import LC/SKBDN Issuance, Export LC/SKBDN Received, Inward Document Collection, and Financing (Open Account Financing, financing based on Import LC/SKBDN Issuance, Export LC/SKBDN Received, and Inward Document Collection).
b. Real-time Status Checking and monitoring of transaction status.
c. Comprehensive Transaction Reports.
d. Calendar of Events to identify important events of a specific transaction.

4. BNIdirect API

BNIdirect API provides a digital solution for corporate customers to integrate directly with BNI banking services easily and safely. Through this service, customers or companies can integrate various financial transaction features directly into their internal systems, allowing banking transactions to be carried out directly through the company's platform. Currently, BNIdirect API has 280 of its services in this approved by the Financial Services Authority (OJK) and has implemented the National Payment API Standard (SNAP), which is an innovation standard to improve the security and reliability of payment systems in Indonesia.

BNI API services cover various transaction functions, such as disbursement, collection, payment, account information, and digital account opening. In addition, this API also supports non-financial features, such as the Know Your Customer (KYC) process and other account management. This support allows customers to accelerate business processes while increasing operational efficiency.

Through BNIdirect API, BNI partners will get stepby-step guidance, from registration to application testing in a sandbox environment. This portal is also equipped with comprehensive technical specifications, a designated page for reviewing sample errors, and tracking documentation changes, providing a seamless integration experience for partners.

BNIdirect Business

As a form of BNI's commitment to supporting digital transformation in the micro, small, and medium enterprises (MSMEs) sector, various new capabilities will soon be introduced through BNIdirect specifically for MSMEs. This platform is designed to facilitate MSME players in monitoring cash flow in real-time, manage liquidity better, meet other transaction needs, and present a fresher and more modern appearance. This capability should provide a more personal experience and facilitate transactions for customers.

In supporting MSMEs to go global, BNIdirect comes with excellent features, such as fast international transfers, multi-currency management in one account, and integration with various other digital financial solutions.

This platform simplifies the efficient management of daily transactions without complex processes, supporting fast, secure, and reliable payments and collections. BNIdirect bisnis is also equipped with features that allow customers to categorize and tag transactions based on their type, providing better guidance for monitoring frequent transactions while giving special attention to areas requiring more detailed management.

Furthermore, BNIdirect bisnis simplifies the simple approval process with a modern and intuitive user interface (UI/UX) design. This new look ensures that MSME customers can easily understand and access existing features without the need for intensive training. This feature also supports a simple user journey, making the transaction experience more pleasant and efficient.

To support strategic decision-making, BNIdirect bisnis provides integrated financial reports that facilitate MSMEs in business planning, credit applications, and financial analysis. With access to financial positions such as cash balances, receivables, and liabilities, customers can manage their finances effectively, drive business growth, and enhance competitiveness in both local and global markets.

Through a deep understanding of MSME needs, BNIdirect bisnis serves not only as a transaction platform but also as a strategic partner supporting the sustainability and success of MSME businesses in the digital era.

With these features, BNI through BNIdirect bisnis aims to ensure that every customer transaction need, whether on a large or small scale, can be met with ease, security, and reliability.

The core value offered by BNI for MSME customers is: "Simplify Transaction, Personalized, and Comprehensive Financial Report."

1. **Simplify Transaction**
   BNIdirect allows MSME customers to run a more efficient daily transaction managements and skip the normally complicated process. This platform simplifies payment and receipt transactions, either through bank transfers, digital payments, or other payment systems, with better speed and security.
2. **Personalized**
   This service allows MSMEs to categorize and mark transactions by type, such as expenses for raw materials, salary payments, or other operational costs. This feature helps MSMEs monitor frequent transactions and pay special attention to areas that require more detailed management.
3. **Comprehensive Financial Report**
   MSMEs are given the convenience of compiling integrated financial reports, thus supporting faster and more accurate business decision making. This feature facilitates business planning, credit applications, and financial analysis. Customers can also monitor their financial position in realtime, including cash balances, receivables, and liabilities, which helps manage finances more effectively, drive business growth, and increase competitiveness.

The BNIdirect business page can be accessed via: directbisnis.bni.co.id

BNIdirect Mobile

BNIdirect Mobile a complement to the website version of BNIdirect to facilitate customers making transactions via a smartphone. This application is available for Android and iOS operating systems, providing flexibility of access for customers with high mobility. With BNIdirect Mobile, customers can perform transactions instantly and practically, as well as monitor transaction activities in real-time anytime and anywhere.

This convenience is supported by advanced security features designed to ensure that every transaction is protected. The security system includes the use of M-PIN, hard token (BNI e-Secure), and soft token (mobile token) as transaction authorization tools. This combination of technologies not only provides maximum protection, but also ensures that the transaction process remains efficient and easy to use.

With this innovation, BNIdirect Mobile supports a faster, safer, and more convenient business experience, in line with customer needs in the dynamic digital era.

- BNIdirect Mobile Advantages
  a. Accessed via Android and iOS based devices.
  b. Display based on layer size.
  c. Layered security.
  d. Auto update BNIdirect Mobile feature (no need to reinstall).
- BNIdirect Mobile Security
  a. Transaction authentication uses M-PIN and OTP sent to the User's mobile number registered with BNIdirect.
  b. Access to sensitive menus requires M-PIN.
  c. Data communication between the Device and the App server is AES 256 encrypted.
  d. Web Application Firewall (WAF) verification
- Terms and Conditions for Becoming a BNIdirect Mobile User Customer
  a. Already registered on the web version of the BNIDirect application.
  b. New customers can use the BNIdirect/ BNIDirect Mobile Registration Application by adding the BNIdirect Mobile feature and including the mobile/HP number for each user.
  c. Existing customers can use the BNIdirect/ BNIdirect Mobile Maintenance Application to add BNIdirect Mobile features and mobile/HP number for each user.

BNIdirect Performance

	2025	2024	Increase (Decrease)		
			Nominal	Percentage (%)	
Transaction Volume (Rp-billion)	11.406	9.025	2.380	26,4	↑
Number of Transactions (million)	1.451	1.273	179	14,0	↑
Number of Users	261.815	209.811	52.004	24,8	↑

The growth in the number of BNIdirect users, which reached 24.8% in 2025, successfully increased BNIdirect transaction volume by 26.4%. This reflects the high level of adoption and Customer trust in the digital solutions offered by BNI to support efficiency and productivity in financial management.

Going forward, BNI remains committed to delivering more comprehensive and relevant new solutions, which are expected to support increasingly complex business needs in the future.

BNIsmart Ecosystem

As a form of commitment to becoming a strategic partner that grows together with customers, BNI is strengthening the BNIsmart Ecosystem initiative through a co-creation approach. This strategy is focused on providing curated (tailor-made) digital solutions for specific needs in key sectors, including education, healthcare, business districts, and Fast-Moving Consumer Goods (FMCG). Through seamless system integration, BNIsmart Ecosystem solutions do not only serve as transactional services but are embedded as an inseparable part of the client's journey and the customer's daily operations. This initiative has proven effective in driving loyalty and transaction volume, reflected in a 41% increase in transaction volume in related sectors (from Rp61 trillion to Rp85 trillion) and the addition of 3 (three) new strategic partnerships throughout 2025. These digital solutions have received market appreciation and were awarded by reputable international institutions such as Asian Banking & Finance (ABF) and The Asset Triple A.

BNI Xpora

In line with the development of Xpora as an export-oriented MSME ecosystem, BNI continuously supports increasing the capacity of Indonesian MSMEs to grow into productive, digitized, and globally competitive business actors (Go Productive, Go Digital, and Go Global). This initiative also strengthens BNI's role as a service center for the Indonesian diaspora in various countries.

In supporting the Go Digital agenda, the BNI Xpora Portal (www.xpora.bni.co.id) serves as an integrated platform that provides comprehensive financial and digital solution recommendations, tailored to the business maturity level of entrepreneurs through the Business Level Check feature. This portal also enriches MSME capabilities through access to video-based business insights and learning, training modules, and provides inspiration for business development.

To expand MSME access to international markets, BNI Xpora facilitates export opportunities through the Market Expansion (Business Matching) program, which connects MSME actors with the Indonesian diaspora and global buyers. This initiative is designed to accelerate market penetration and enhance MSME readiness in facing global competition.

As a reinforcement of the digital ecosystem, BNI Xpora also provides various SME Tools as business operational support, as well as the Market Insight feature which presents strategic market information in export destination countries. Furthermore, the BNI Xpora portal is equipped with foreign exchange information, business pitching, and integration with BNIdirect bisnis to support the efficient and integrated transaction and financial management needs of MSMEs.

As part of strengthening the export ecosystem, BNI Xpora also conducts guidance with the export ecosystem through strategic partnerships in expanding export markets by partnering with potential partners, including Ministries, Institutions, Regulators, Associations, and others. One of these is the collaboration with the Ministry of Trade of the Republic of Indonesia in providing information on export provisions and requirements through integration with the LAMANSITU system. BNI Xpora also provides digital legality services to support the legal needs of MSMEs, including contract creation and business entity establishment through collaboration with Kontrak Hukum, as well as various other supporting services.

As of December 31, 2025, the BNI Xpora program has encouraged 12,094 MSME actors to reach the global market. From the Xpora service, the value of BNI's export credit distribution for MSMEs in 2025 reached IDR 35.0 trillion, and grew by 5.6% from the previous year.

BNI DPLK Sure

BNI DPLK SURE is an application to support the BNI DPLK business, and provides convenience and solutions for managing retirement planning for BNI DPLK customers. The BNI DPLK SURE services consist of account opening, deposits, claims, balance information, and fund management according to the investment package chosen by the customer. BNI DPLK SURE is also connected to BNI Mobile Banking, BNI ATM, and BNI Direct so that customers can make transactions anytime and anywhere. The BNI DPLK Investment Package consists of various products, including Deposits, Bonds, Mutual Funds, Sharia Mutual Funds, and others.

As well as the main services for customers, there are other modules in DPLK SURE, such as reconciliation, integration, daily accrual modules, reporting modules to regulators and operational monitoring, which strengthen the reliability of DPLK SURE, while still meeting the requirements of regulators.

On August 8, 2025, DPLK BNI released an additional type of participant, namely Post-Employment Participants, where these participants are registered in DPLK Sure through the Post-Employment Compensation Fund (DKPK) program. DKPK itself is income paid by an employer to employees in connection with the end of the service period or the occurrence of employment termination. This differs from the existing program in DPLK Sure, namely the Defined Contribution Pension Plan (PPIP), where PPIP participants are employees of a company or individuals who open DPLK accounts independently. In the DKPK program, the DPLK participants are the employing companies, and the employees of DKPK participants do not have DPLK accounts; only the employing company holds the DPLK account.

Since 2001, DPLK BNI has become the market leader in the pension fund management industry in Indonesia. As of December 31, 2025, DPLK BNI's AUM (Asset Under Management) reached IDR 36.23 trillion with more than 884 thousand Customers, consisting of corporate and individual Customers.

BNI DPLK Website

The development of BNI's latest website, with the page https://newdplk.bni.co.id. The features of the New BNI DPLK Website are:

- Balance Check and download e-statement
- Print proof of membership (E-Card)
- Membership data update
- Latest Articles & News

Trade Finance Overseas

One of BNI's flagship businesses which is currently still being developed is Trade Finance to support BNI's mission, namely Strengthening International Services to Support the Needs of Global Business Partners. To achieve this, BNI continues to improve the performance of its Trade Finance application. To adopt the SWIFT Changes in 2023, which impacted trade transaction processing, in 2024 BNI upgraded the Trade Finance (TiPlus) application in overseas branches (KCLN) Singapore and Hong Kong. The SWIFT format update was also one of BNI's efforts to fulfill compliance aspects with the latest regulations.

Contribution of Digital Banking to BNI's Financial Performance

The variety of digital banking products and services developed by BNI not only strengthens BNI's image as one of the largest banks in Indonesia, but also has a positive impact on BNI's overall financial performance. In the form of increasing the Current Account Saving Account (CASA) and obtaining Fee Based Income.

BNI's total CASA in December 2025 reached IDR726 trillion. This achievement is also supported by BNI's success in increasing digital capabilities which were able to increase customer engagement and transaction experience.

The following is the contribution of digital banking products and services developed by BNI to achieving Fee Based Income:

	2025		2024		Increase (Decrease)	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Persentage (%)
ATM & e-channel	1.754	61,9	1.549	61,5	205	13.3
Payment Point Online Banking (PPOB) & Bill Payment	405	14,3	389	15,2	16	4.2
Wholesale Digital Transcation	860	23,8	724	23,3	136	18.8
Total	**2.835**	**100**	**2.525**	**100,0**	**310**	**12.3**

In 2024, total Fee Based Income from digital services reached IDR2.5 trillion. Fees from ATMs & e-channels decreased, influenced by the implementation of the national payment system (BI Fast) which has lower transaction rates. Currently, more than 90% of interbank transfer transactions carried out by BNI customers have been carried out via BI Fast. This is a form of BNI's support for the government's program in integrating the national payment system.

Fees from PPOB & Bill Payment in 2025 increased by 4,2% compared to last year. Meanwhile, fees from the Wholesale Digital Transactional Platform increased by 15,2% compared to 2024, reflected in the value of transactions through BNIdirect which increased 26.4% Year on Year.

It indicates the success of BNI's strategy in increasing digital transactions by customers so that BNI digital services, especially Mobile Banking in the Retail Segment and BNIdirect in the Business Banking Segment, have also been used for transactions other than sending money.



Comprehensive Financial Review

PRESENTATION AND COMPLIANCE WITH ACCOUNTING STANDARDS APPLICABLE IN INDONESIA

The following discussion and analysis of financial performance is based on the Consolidated Financial Statements of PT Bank Negara Indonesia (Persero) Tbk and its Subsidiaries, which were prepared by the Bank's management in accordance with Indonesian Financial Accounting Standards. BNI's Consolidated Financial Statements for the years ended December 31, 2025, 2024, and 2023 were audited by KAP Rintis, Jumadi, Rianto & Rekan (formerly KAP Tanudiredja, Wibisana, Rintis & Rekan and a member firm of the PricewaterhouseCoopers network). The engagement partners in charge were Jimmy Pangestu, S.E., CPA (2023: Drs. M. Jusuf Wibisana, M.Ec., CPA), acting as independent auditors, and the audits were conducted in accordance with Auditing Standards established by the Indonesian Institute of Certified Public Accountants. The auditors issued unmodified opinions, as stated in their respective audit reports dated February 2, 2026, January 22, 2025, and January 25, 2024. As the consolidated financial information presented above is derived from the audited Consolidated Financial Statements, it does not represent a complete presentation of those audited statements. Amounts disclosed for the accounts discussed in this report are presented on a net basis after deducting allowance for impairment losses, unless otherwise stated.

The audited Annual Financial Statements were released within less than 60 days after the end of the financial year, on February 2, 2026. [ACGS (B) C.1.1]

FINANCIAL PERFORMANCE ANALYSIS

Consolidated Statements of Financial Position

Account	2025 (IDR-billion)	2024*) (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Assets	1.362.055	1.130.129	1.086.664	231.926	20,5 ↑	43.208	4,0 ↑
Liabilities	1.185.716	963.581	931.931	222.134	23,1 ↑	30.623	3,3 ↑
Equity	176.339	166.548	154.733	9.791	5,9 ↑	12.585	8,2 ↑

*) restatement

ASSETS

The Company prepares its financial statements by taking into account the characteristics of BNI's banking business activities that are considered more relevant. Accordingly, the statement of financial position does not classify assets into current and non-current assets, but rather into Financial Assets and Non-Financial Assets. This approach reflects common practice in the banking industry, given that the Bank's operating cycle and liquidity management cannot be clearly determined within a specific time horizon. Information on assets with high liquidity or those expected to be realized in the short term continues to be adequately disclosed in the Notes to the Financial Statements, particularly within the accounting policy disclosures and the detailed breakdown of the relevant asset accounts.

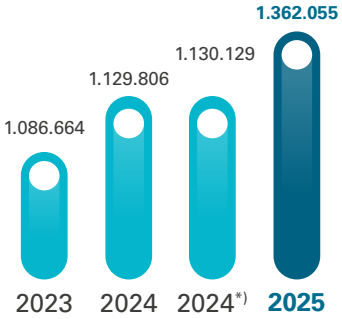
Total assets of PT Bank Negara Indonesia (Persero) Tbk in 2025 amounted to IDR1,362 trillion, increasing by IDR231.9 trillion or 20.5% compared with the 2024 position. This growth in total assets was supported by increases in both financial and non-financial assets.

Financial assets in 2025 amounted to IDR1,308.2 trillion, representing year-on-year growth of 21.6%, in line with the increase in earning assets, which reached IDR1,408.2 trillion, up 21.3%. This growth was primarily

driven by higher earning assets in the form of loans disbursed. Loans accounted for 66.0% of total assets in 2025, reflecting BNI's core business characteristics as a credit intermediary. Another significant contribution came from earning assets in the form of Government Bonds, which accounted for 12.0% of total assets and increased by 23.8%, from IDR132.1 trillion in 2024 to IDR163.5 trillion in 2025.

Meanwhile, non-financial assets declined by 0.2% to IDR53.9 trillion in 2025. This decrease was mainly attributable to a reduction in net deferred tax assets amounting to IDR4.8 trillion.

Total Assets
(IDR billion)



Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Financial Assets								
Cash	13.352	13.710	(358)	(2,6) ↓	13.710	11.207	2.503	22,3 ↑
Current accounts with Bank Indonesia	79.989	51.669	28.320	54,8 ↑	51.669	65.256	(13.587)	(20,8) ↓
Current accounts with other banks - Net	25.938	22.074	3.864	17,5 ↑	22.074	35.023	(12.949)	(37,0) ↓
Placements with other banks and Bank Indonesia - Net	33.780	17.076	16.704	97,8 ↑	17.076	43.794	(26.718)	(61,0) ↓
Marketable securities - Net	63.017	48.534	14.483	29,8 ↑	48.534	37.165	11.369	30,6 ↑
Securities purchased under agreements to resell - Net	6.911	7.972	(1.061)	(13,3) ↓	7.972	13.951	(5.979)	(42,9) ↓
Bills and other receivables - Net	13.453	13.243	210	1,6 ↑	13.243	18.999	(5.756)	(30,3) ↓
Acceptance Receivables - Net	19.449	15.926	3.523	22,1 ↑	15.926	17.091	(1.165)	(6,8) ↓
Derivative Receivables	5.422	1.793	3.629	202,4 ↑	1.793	996	797	80,0 ↑
Loans disbursed	899.531	775.872	123.659	15,9 ↑	775.872	695.085	80.787	11,6 ↑
CKPN Loans disbursed	(35.861)	(38.685)	2.824	(7,3) ↓	(38.685)	(47.158)	8.473	(18,0) ↓
Government Bonds - Net	163.510	132.069	31.441	23,8 ↑	132.069	127.099	4.970	3,9 ↑
Equity Investments - Net	652	637	15	2,4 ↑	637	564	73	12,9 ↑
Other Assets- Net	18.941	14.136	4.805	34,0 ↑	14.107	16.972	(2.865)	(16,9) ↓
Insurance and Reinsurance Contract Assets	81	99	(18)	(18,2) ↓	-	-	-	-
Total Financial Assets	**1.308.165**	**1.076.125**	**232.041**	**21,6 ↑**	**1.075.997**	**1.036.044**	**39.953**	**3,9 ↑**
Non Financial Assets								
Prepaid Taxes	3.090	19	3.071	16.163,2 ↑	19	643	(624)	(97,0) ↓
Prepaid Expenses	2.275	2.941	(666)	(22,6) ↓	2.941	2.743	198	7,2 ↑
Investments in Associates	14.354	12.748	1.606	12,6 ↑	12.748	11.284	1.464	13,0 ↑
Fixed Assets - Net	31.113	30.408	705	2,3 ↑	30.408	27.765	2.643	9,5 ↑
Intangible assets	742	743	(1)	(0,1) ↓	743	744	(1)	(0,1) ↓
Deferred Tax Assets - Net	2.316	7.145	(4.829)	(67,6) ↓	6.950	7.441	(491)	(6,6) ↓
Total Non- Financial Assets	**53.890**	**54.004**	**(114)**	**(0,2) ↓**	**53.809**	**50.620**	**3.189**	**6,3 ↑**
Total Assets	**1.362.055**	**1.130.129**	**(231.926)**	**20,5 ↑**	**1.129.806**	**1.086.664**	**43.142**	**4,0 ↑**
Total Earning Assets	**1.408.227**	**1.161.387**	**246.840**	**21,3 ↑**	**1.161.387**	**1.085.279**	**76.108**	**7,0 ↑**

*) Restatement

Cash

In 2025, BNI recorded cash of IDR13.4 trillion, representing a 2.6% decrease compared with the 2024 position of IDR13.7 trillion. The decline was attributable to a 4.03% reduction in cash denominated in Indonesian Rupiah to IDR12.1 trillion in 2025, while cash balances in foreign currencies increased, primarily driven by holdings in USD. Cash denominated in Indonesian Rupiah remained dominant, accounting for 90.7% of BNI's total cash balance.

Current accounts with Bank Indonesia

BNI and its Subsidiaries are required to keep Minimum Statutory Reserve (MSR) in Rupiah for their activities as commercial banks, as well as an MSR in foreign currency for their activities when conducting foreign currency transactions.

Account	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Rupiah	71.516	89,4	43.717	84,6	27.799	63,6 ↑	43.717	84,6	57.795	88,6	(14.078)	(24,4) ↓
US Dollar	8.473	10,6	7.952	15,4	521	6,6 ↑	7.952	15,4	7.461	11,4	491	6,6 ↑
Total	79.989	100,0	51.669	100,0	28.320	54,8 ↑	51.669	100,0	65.256	100,0	(13.587)	(20,8) ↓

*) Restatement

In 2025, BNI recorded current accounts with Bank Indonesia amounting to IDR80.0 trillion, representing an increase of 54.8% from IDR51.7 trillion in the previous year. This account accounted for 5.9% of total assets, up from 4.6% in the prior year. BNI's statutory reserve requirement (GWM) complied with Bank Indonesia Regulation No. 24/4/PBI/2022 dated February 25, 2022 on Statutory Reserves for Commercial Banks in Rupiah and Foreign Currencies for Conventional Commercial Banks, as well as Members of the Board of Governors Regulation No. 8 of 2025 dated March 27, 2025.

Minimum Statutory Reserves (GWM)	2025 (%)	2024 (%)	2023 (%)
GWM - Rupiah	6,4	6,5	9,5
GWM - Foreign Currencies	4,0	4,0	4,0

As of December 31, 2025, BNI's primary statutory reserve requirement (GWM Primer) in Indonesian Rupiah stood at 6.4%, compared with 6.5% as of December 31, 2024. Meanwhile, the statutory reserve requirement for foreign currencies was 4.0% in both 2025 and 2024.

Current accounts with Other Banks

Account	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Rupiah	422	1,6	192	0,9	230	119,8 ↑	192	0,9	602	1,7	(410)	(68,1) ↓
Foreign Currencies	25.516	98,4	21.882	99,1	3.634	16,6 ↑	21.882	99,1	34.421	98,3	(12.539)	(36,4) ↓
Allowance for impairment losses	-	-	-	-	-	- -	-	-	-	-	-	-
Total – Net	25.938	100,0	22.074	100,0	3.864	17,5 ↑	22.074	100,0	35.023	100,0	(12.949)	(37,0) ↓

In 2025, current accounts with other banks amounted to IDR25.9 trillion, with all balances classified as current, representing an increase of 17.5% compared with IDR22.1 trillion in 2024. The increase was primarily driven by current accounts with other banks denominated in foreign currencies, which reached IDR3.6 trillion, up 16.6% from the previous year. This growth was attributable to operational activities with counterparty banks as part of liquidity optimization efforts. The contribution of this account to total assets stood at 1.9% in 2025, slightly lower than 2.0% in the prior year.

Placements with Other Banks and Bank Indonesia

Account	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Percentage (%)
Deposit Facility	28.678	84,9	10.125	59,3	18.553	183,2 ↑	10.125	59,3	39.429	90,0	(29.304)	(74,3) ↓
Call money	1.927	5,7	3.142	18,4	(1,215)	(38,7) ↓	3.142	18,4	1.364	3,1	1.778	130,4 ↑
Time Deposits	3.175	9,4	3.809	22,3	(634)	(16,6) ↓	3.809	22,3	2.963	6,8	846	28,6 ↑
Negotiable Certificate Deposits	-	-	-	-	-	-	-	-	38	0,1	(38)	(100) ↓
Allowance for impairment losses	-	-	-	-	-	-	-	-	-	-	-	- -
Total - Net	33.780	100,0	17.076	100,0	16.704	97,8 ↑	17.076	100,0	43.794	100,0	(26.718)	(61,0) ↓

*) Restatement

Placements with other banks and Bank Indonesia were recorded at IDR33.8 trillion in 2025, representing a 97.8% increase compared with the previous year. This increase was attributable to BNI's focus on enhancing earning assets with higher yields. The annual interest rates applicable to these placements denominated in Indonesian Rupiah ranged from 1.0%–6.5% in 2025 and 0.0%–7.0% in 2024, while placements denominated in foreign currency (USD) carried interest rates of 2.0%–4.2% in 2025 and 2.0%–5.2% in 2024.

Securities

Securities represent one of the alternative placements of funds by BNI in addition to loans disbursed. In addition to earning interest income from investments in these securities, BNI also generates non-interest income from sales transactions and mark-to-market gains on such securities. As of December 31, 2025, the Bank recorded total securities amounting to IDR63.0 trillion, an increase of 29.8% compared with IDR48.5 trillion in the previous year. The composition of securities held by BNI is as follows:

Securities by Type

Securities	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Mutual funds	25.299	40,1	21.721	44,8	3.578	16,5 ↑	21.721	44,8	24.199	64,7	(2.478)	(10,2) ↓
Bonds	8.130	12,9	6.782	14,0	1.347	19,9 ↑	6.782	14,0	7.348	19,6	(566)	(7,7) ↓
Subordinated Bonds	312	0,5	353	0,7	(41)	(11,5) ↓	352	0,7	607	1,6	(255)	(42,0) ↓
Bank Indonesia Rupiah Certificates (SRBI)	27.976	44,4	18.496	38,1	9.480	51,3 ↑	18.496	38,1	3.700	9,9	14.796	399,9 ↑
Bank Indonesia Foreign Currency Certificates (SVBI)	34	0,1	-	-	34	100,0 ↓	-	-	76	0,2	(76)	(100,0) ↓
Other Securities	1.266	2,0	1.183	2,4	83	7,0 ↑	1.183	2,4	1.478	4,0	(295)	(19,9) ↓
Allowance for impairment losses	(0)		(0)		0	(0)	(0,3)	(0)	(243)		243	(99,9) ↓
Total - Net	63.017	100,0	48.535	100,0	14.482	23,8 ↑	48.534	100,0	37.165	100,0	11.369	30,6 ↑

*) Restatement

Securities by Type and Classification of Financial Assets

Securities	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Fair Value through Profit and Loss Statements												
Mutual Funds	3.426	5,4	2.885	5,9	541	18,8 ↑	2.885	5,9	4.745	12,7	(1.860)	(39,2) ↓
Bank Indonesia Rupiah Certificates (SRBI)	25.051	39,8	18.496	38,1	6.555	35,4 ↑	18.496	38,1	2.549	6,8	15.947	625,6 ↑
Bank Indonesia Foreign Currency Certificates (SVBI)	-	-	-	-	-	- ↑	-	-	76	0,2	(76)	(100,0) ↓
Bonds	1.926	3,2	1,297	2,7	629	48,5 ↑	1.297	2,7	642	1,7	655	102,0 ↑
Subordinated Bonds	131	0,2	122	0,3	9	7,4 ↑	122	0,3	269	0,7	(147)	(54,6) ↓
Other Securities	1.266	2,1	1,160	2,4	106	9,1 ↑	1.160	2,4	1	0,0	1.159	115.800,3 ↑
Total Fair Value Through Profit and Loss Statement	31.800	50,5	23.960	49,4	7.840	32,7 ↑	23.959	49,4	8.282	22,1	15.678	189,3 ↑
Fair Value through Other Comprehensive Income												
Mutual Funds	21.873	34,7	18.836	38,8	3.037	16,1 ↑	18.836	38,8	19.454	52,0	(618)	(3,2) ↓
Other Bonds	6.137	9,7	5.121	10,6	1.016	19,8 ↑	5.121	10,6	6.101	16,3	(980)	(16,1) ↓
Subordinated Bonds	181	0,3	231	0,5	(50)	(21,3) ↓	231	0,5	338	0,9	(107)	(31,7) ↓
Bank Indonesia Rupiah Certificates (SRBI)	2.925	4,6	-	-	2.925	100,0 ↑	-	-	1.151	3,1	(1.151)	(100,0) ↓
Bank Indonesia Foreign Currency Certificates (SVBI)	34	0,1	-	-	34	100,0 ↑	-	-	-	-	-	- ↓
Other Securities	-	-		-	-	-	-	-	1.477	3,9	(1.477)	(100,0) ↓
Total Fair Value through Other Comprehensive Income	31.150	49,4	24.188	49,8	6.962	28,8 ↑	24.188	49,8	28.521	76,2	(4.333)	(15,2) ↓
Amortized Acquisition Cost												
Other Bonds	67	0,1	364	0,8	(297)	(81,6) ↓	364	0,7	605	1,6	(241)	(39,8) ↓
Other Securities	-	-	23	0,0	(23)	100,0 ↑	23	0,0	-	-	23	100,0 ↑
Total Amortized Acquisition Cost	67	0,1	387	0,8	(320)	(82,7) ↓	387	0,8	605	1,6	(218)	(36,0) ↓
Allowance for Impairment Losses	0		(0,3)		(0)	(94,5) ↓	(0,3)		(243)		243	(99,9) ↓
Total - Net	63.017	100,0	48.535	100,0	14.448	29,8 ↑	48.534	100,0	37.165	100,0	11.369	30,6 ↑

*) Restatement

In 2025, the growth in securities owned by BNI was 29.8% or IDR14.4 trillion. This increase was mainly contributed by an increase in securities with type of instrument newly issued by Bank Indonesia in 2025, namely Bank Indonesia Rupiah Securities (SRBI) resulting in a total portfolio of IDR28.0 trillion.

Securities Based on Issuer	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-miliar)	Persentase (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Corporate	31.592	50,1	27.993	57,7	3.599	12,9 ↑	27.993	57,7	30.646	81,9	(2.653)	(8,7) ↑
Bank	3.416	5,4	2.046	4,2	1.370	67,0 ↑	2.045	4,2	2.986	8,0	(941)	(31,5) ↓
Bank Indonesia	28.009	44.5	18.496	38,1	9.513	51,4 ↑	18.496	38,1	3.776	10,1	14.720	389,8 ↑
Sub Total	63.017	100,0	48.534	100,0	14.483	29,8 ↑	48.535	100,0	37.408	100,0	11.126	29,7 ↑
Allowance for Impairment Losses	(0)		(0,3)		0	(94,5) ↑	(0,3)		(243)		243	(99,9) ↓
Total - Net	63.017		48.534		14.483	29,8 ↑	48.534		37.165		11.369	30,6 ↑

*) Restatement

Based on the composition by issuer, securities issued by corporates accounted for the largest portion, representing 50.1% or equivalent to IDR31.6 trillion in 2025, compared with IDR28.0 trillion (gross) in the previous year.

From a collectibility perspective, the majority of securities held by BNI were classified as current, accounting for 99.6% and 99.3% for the periods ended December 31, 2025 and 2024, respectively. Management considers the allowance for impairment losses on the Bank's securities holdings to be adequate.

Securities Purchased under Agreements to Resell

As of December 31, 2025, securities purchased under Agreements to Resell amounted to IDR6.9 trillion, all classified as current, representing a 13.3% decrease compared with the outstanding balance of IDR8.0 trillion in the same account in the prior year. The contractual interest rates for securities purchased under resale agreements ranged from 4.2%–4.9% as of December 31, 2025 and 6.5%–6.8% as of December 31, 2024, respectively.

Export Bills and Other Receivables

In 2025, BNI recorded export bills and other receivables amounting to IDR13.5 trillion, representing growth of 1.6% compared with IDR13.2 trillion in 2024. This increase was primarily driven by higher export bill transactions denominated in foreign currencies, which rose by IDR1.2 trillion, or 34.6%, bringing total foreign currency export bill transactions in 2025 to IDR4.5 trillion, up from IDR3.3 trillion in the previous year. Meanwhile, export bills and other receivables denominated in Indonesian Rupiah continued to dominate the portfolio, accounting for 66.7% in 2025 and 74.8% in 2024. Export bills and other receivables comprise Domestic Documentary Certificates (SKBDN), export bills, open account financing, and supply chain financing.

Acceptance Receivables

Acceptance receivables increased by IDR3.5 trillion to IDR19.4 trillion compared with IDR15.9 trillion in the previous year. The increase was primarily driven by higher acceptance receivables denominated in foreign currencies, which rose by IDR4.6 trillion, partially offset by a decline of IDR1.1 trillion in acceptance receivables denominated in Indonesian Rupiah. Based on collectibility criteria in accordance with Financial Services Authority (OJK) regulations, the majority of acceptance receivables were classified as current. Allowance for impairment losses has been established in accordance with applicable regulations, and management believes that the allowance provided is adequate.

Derivative Receivables

In conducting business, BNI transacts in derivative financial instruments such as foreign currency futures contracts, foreign currency swaps, interest rate swaps, and spot transactions for financing, trading, and hedging. The instruments used by BNI are classified based on the type of risk related to exchange rates, interest rates, or both. Based on the exchange rate, derivative receivables are in the form of buy/sell forward contracts, buy/sell foreign currency swaps, buy/sell foreign currency spots, and buy/sell foreign currency options. Instruments related to interest rates are swaps on interest rates, while instruments related to exchange rates and interest rates are foreign currency swaps and US Dollar interest rates.

On a cumulative basis, BNI's derivative receivables amounted to IDR5.4 trillion in 2025, representing a significant increase of 202.4% compared with IDR1.8 trillion in 2024. Of the total derivative receivables, US dollar foreign exchange sell swap instruments recorded a notional amount of USD1.3 billion in 2025, compared with USD1.5 billion in 2024. All derivative receivables as of December 31, 2025 were classified as current.

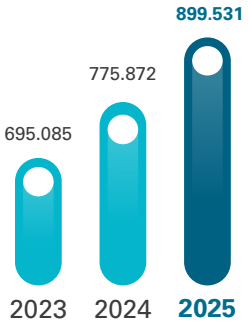
Loans Disbursed

Loans disbursed constitute BNI's core business, contributing 66.0% of total assets in 2025 and 68.7% in 2024. Based on loan types, BNI extends financing in the form of working capital loans, investment loans, consumer loans, syndicated loans, employee loans, and government program loans.

Total loans disbursed by BNI amounted to IDR899.5 trillion, representing growth of 15.9% compared with IDR775.9 trillion in the previous year. This growth was primarily driven by an increase in Investment Loans, which rose by 27.3% or IDR35.9 trillion, bringing the investment loan balance to IDR167.5 trillion in 2025 from IDR144.5 trillion in 2024. Loans denominated in Indonesian Rupiah continued to dominate, accounting for 82.5% in 2025 and 78.8% in 2024. Meanwhile, foreign currency loans were predominantly denominated in US dollars, contributing 16.8% and 20.4% of total loans in 2025 and 2024, respectively.

As of December 31, 2025, the prime lending rate stood at 8.14% for the corporate segment, 8.39% for the retail segment, 9.46%–11.58% for the MSME segment, 8.88% for consumer home ownership loans (KPR), and 10.16% for consumer loans other than KPR.

Total Loans Disbursed
(IDR billion)



Working capital loans remained the largest contributor to BNI's gross loan portfolio, accounting for 52.7% in 2025 and 51.5% in 2024. Overall, BNI's loan portfolio was well diversified, with significant contributions from other loan types, including investment loans at 18.6%, consumer loans at 17.6%, and syndicated loans at 10.8% in 2025. The composition of loans by type is presented as follows:

Loans by Type	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Working Capital	473.954	52,7	399.771	51,5	74.183	18,6 ↑	399.771	51,5	352.886	50,8	46.885	13,8 ↑
Investment	167.519	18,6	131.623	17,0	35.986	27,3 ↑	131.623	17,0	117.616	16,9	14.007	11,9 ↑
Consumer	158.083	17,6	144.460	18,6	13.593	9,4 ↑	144.460	18,6	123.317	17,7	21.143	17,1 ↑
Employee	2.406	0,3	2.894	0,4	(488)	(16,9) ↓	2.894	0,4	3.635	0,5	(741)	(20,4) ↓
Syndicated	97.597	10,8	97.121	12,5	476	0,5 ↑	97.121	12,5	97.600	14,0	(479)	(0,5) ↓
Government Programs	2	0,0	3	0,0	(1)	(33,3) ↑	3	0,0	31	0,0	(28)	(91,5) ↓
Total - Gross	899.531	100,0	775.872	100,0	123.659	15,9 ↑	775.872	100,0	695.085	100,0	80.787	11,6 ↑
Allowance for Impairment Losses	(35.861)		(38.685)		2.824	(7,3) ↑	(38.685)		(47.158)		8.474	(18) ↓
Total - Net	**863.670**		**737.187**		**126.483**	**17,2** ↑	**737.187**		**647.927**		**89.261**	**13,8** ↑

*) Restatement

Regarding to syndicated loans, BNI's participation in syndicated lending with other banks amounted to IDR97.6 trillion and IDR97.1 trillion as of December 31, 2025 and 2024, respectively. The percentage of BNI's participation share in syndicated loans where BNI acted as the lead arranger ranged from 5.0% to 100.0% in both 2025 and 2024.

Employee loans are loans extended to BNI employees, bearing annual interest rates ranging from 3% to 5%, and are intended for home purchases and other personal purposes, with tenors ranging from 1 year to 20 years. Repayment of both principal and interest is made through monthly payroll deductions. Government Program Loans comprise the Food Security Credit (KKP) Two-Step Loan (TSL), the Cattle Breeding Business Credit (KUPS), and Plantation Revitalization programs, which may be financed partially and/or entirely by the Government.

Loans by Type	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Corporate	**445.202**	**49,5**	**356.384**	**45,9**	**88.818**	**24,9**	**365.945**	**47,2**	**317.592**	**45,7**	**48.353**	**15,2**
Rupiah	369.287	41,1	278.738	35,9	90.548	32,5	287.996	37,1	252.995	36,4	35.001	13,8
Foreign Currency	75.916	8,4	77.646	10,0	(1.730)	(2,2)	77.949	10,0	64.597	9,3	13.352	20,7
Middle	**131.797**	**14,7**	**109.929**	**14,2**	**21.868**	**19,9**	**100.422**	**12,9**	**102.460**	**14,7**	**(2.038)**	**(19,9)**
Rupiah	123.535	13,7	98.379	12,7	25.156	25,6	89.175	11,5	91.224	13,1	(2.049)	(2,2)
Foreign Currency	8.262	0,9	11.550	1,5	(3.288)	(28,5)	11.247	1,4	11.236	1,6	11	0,1
Small	**75.071**	**8,3**	**75.782**	**9,8**	**(712)**	**(0,9)**	**75.752**	**9,8**	**84.892**	**12,2**	**(9.140)**	**(10,8)**
Rupiah	75.067	8,3	75.777	9,8	(710)	(0,9)	75.747	9,8	84.876	12,2	(9.129)	(10,8)
Foreign Currency	4	0,0	5	0,0	(2)	(28,2)	5	0,0	16	0,0	(11)	(68,8)
Consumer	**156.175**	**17,4**	**142.516**	**18,4**	**13.659**	**9,6**	**142.492**	**18,4**	**124.487**	**17,9**	**18.005**	**14,5**
Rupiah	156.157	17,4	142.493	18,4	13.664	9,6	142.469	18,4	124.463	17,9	18.006	14,5
Foreign Currency	18	0,0	23	0,0	(5)	(21,6)	23	0,0	24	0,0	(1)	(4,2)
Overseas	**72.981**	**8,1**	**75,014**	**9.7**	**(2.033)**	**(2,7)**	**75.014**	**9,7**	**56.611**	**8,1**	**18.043**	**32,5**
Rupiah	-	-	-	-	-	-	-	-	-	-	-	-
Foreign Currency	72.981	8,1	75,014	9.7	(2.033)	(2,7)	75.014	9,7	56.611	8,1	18.043	32,5
Subsidiaries	**18.304**	**2,0**	**16,247**	**2.1**	**2.057**	**12,7**	**16.247**	**2,1**	**9.043**	**1,3**	**7.204**	**79,7**
Rupiah	18.250	2,0	16,197	2.1	2.053	12,7	16.197	2,1	9.033	1,3	7.165	79,3
Foreign Currency	54	0,0	50	0.0	5	9,1	50	0,0	10	0,0	40	400,0
Total Loans	**899.531**	**100,0**	**775,872**	**100.0**	**123.659**	**15,9**	**775.872**	**100,0**	**695.085**	**100,0**	**80.787**	**11,6**
Total Rupiah	**742.295**	**82,5**	**611,584**	**78.8**	**130.712**	**21,4**	**611.584**	**78,8**	**562.591**	**80,9**	**48.993**	**8,7**
Total Foreign Currency	**157.235**	**17,5**	**164,288**	**21.2**	**(7.053)**	**(4,3)**	**164.288**	**21,2**	**132.494**	**19,1**	**31.794**	**24,0**

*) Restatement

Loan by Economic Sector	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Trade, restaurants and hotels	137.117	15,2	125.412	16,2	11.705	9,3 ↑	125.412	16,2	130.427	18,8	(5.015)	(3,8) ↓
Industry	145.565	16,2	159.581	20,6	(14.016)	(8,8) ↓	159.581	20,6	137.662	19,8	21.919	15,9 ↑
Agriculture	50.294	5,6	48.890	6,3	1.404	2,9 ↑	48.890	6,3	56.438	8,1	(7.548)	(13,4) ↓
Business services	65.359	7,3	52.323	6,7	13.036	24,9 ↑	52.323	6,7	47.189	6,8	5.134	10,9 ↑
Construction	118.266	13,2	60.442	7,8	57.824	95,7 ↑	60.442	7,8	54.444	7,8	5.998	11,0 ↑
Transport, warehousing and communication	63.930	7,1	57.825	7,5	6.105	10,6 ↑	57.825	7,5	49.271	7,1	8.554	17,4 ↑

Loan by Economic Sector	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Electricity, gas and water	45.008	5,0	31.643	4,1	13.365	42,2	31.643	4,1	21.541	3,1	10.102	46,9
Social services	47.637	5,3	40.740	5,3	6.897	16,9	40.740	5,3	14.431	2,1	26.309	182,3
Mining	65.840	7,3	51.660	6,7	14.180	27,4	51.660	6,7	48.943	7,0	2.717	5,6
Others	160.515	17,8	147.356	19	13.159	8,9	147.356	19,0	134.739	19,4	12.617	9,4
Sub Total	899.531	100,0	775.872	100,0	123.659	15,9	775.872	100,0	695.085	100,0	80.787	11,6
Allowance for Impairment Losses	(35.861)		(38.685)		2.824	(7,3)	(38.685)		(47.158)		(8.473)	(18,0)
Total - Net	**863.670**		**737.187**		**126.483**	**17,2**	**737.187**		**647.927**		**89.260**	**13,8**

*) Restatement

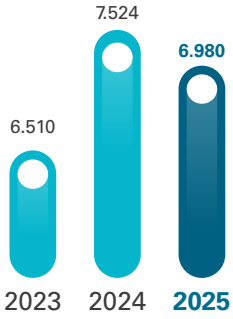
From the economic sector perception, loans disbursed by BNI are well diversified; therefore, they are not exposed to the risk of loan concentration in certain economic sectors. The three economic sectors that have the highest contribution to loans disbursed in 2025 are the industrial or manufacturing sector with a share of 16.2%; trade, restaurants, and hotels (15.2%); and agriculture (13.2%). In the previous year, the portion of loans distribution for the three sectors remained relatively unchanged at 20.6%; 16.2%; and 7.8%, respectively.

Overseas Branches (KLN) Loans Disbursed	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
BNI Tokyo	6.980	9,6	7.524	10,0	(544)	(7,2)	7.524	10,0	6.510	11,5	1.014	15,6
BNI Hong Kong	17.687	24,2	18.967	25,3	(1.280)	(6,7)	18.967	25,3	8.618	15,2	10.349	120,1
BNI Singapore	17.321	23,7	18.215	24,3	(894)	(4,9)	18.215	24,3	18.900	33,4	(685)	(3,6)
BNI New York	12.887	17,7	14.039	18,7	(1.152)	(8,2)	14.039	18,7	12.621	22,3	1.418	11,2
BNI London	14.912	20,4	13.137	17,5	1.775	13,5	13.137	17,5	7.531	13,3	5.606	74,4
BNI Seoul	3.193	4,4	3.132	4,2	61	2,0	3.132	4,2	2.431	4,3	701	28,8
Total	**72.981**	**100,0**	**75.014**	**100,0**	**(2.033)**	**(2,7)**	**75.014**	**100,0**	**56.611**	**100,0**	**18.403**	**32,5**

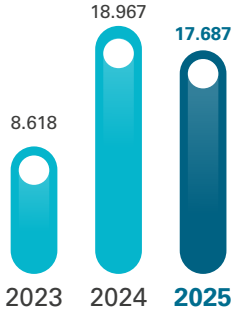
*) Restatement

Based on the distribution of Overseas Branches (KLN), loans disbursed by BNI's overseas operations declined by IDR2.0 trillion, or -2.7%, compared with the previous year.

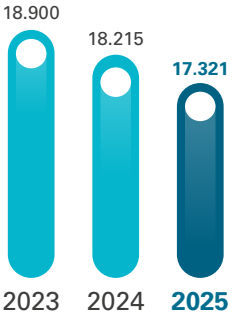
BNI Tokyo
(Rp miliar)



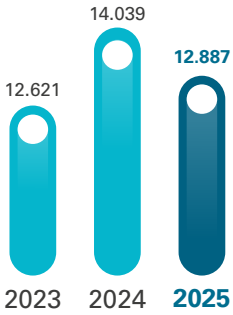
BNI Hong Kong
(Rp miliar)



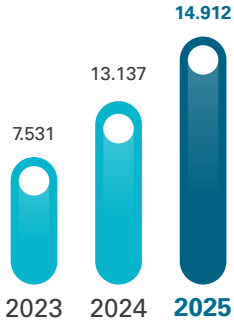
BNI Singapura
(Rp miliar)



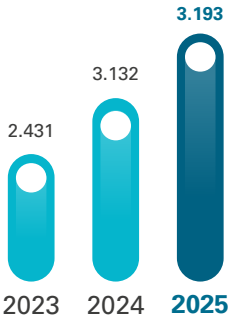
BNI New York
(Rp miliar)



BNI London
(Rp miliar)



BNI Seoul
(Rp miliar)



Loan Collectibility	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Current	859.246	95,5	731.053	94,2	128.193	17,5 ↓	731.053	94,2	646.349	93,0	84.704	13,1 ↑
Special Mention	22.912	2,6	29.566	3,8	(6.654)	(22,5) ↓	29.566	3,8	33.901	4,9	(4.335)	(12,8) ↓
Substandard	2.170	0,2	3.838	0,5	(1.668)	(43,5) ↓	3.838	0,5	2.954	0,4	884	30 ↑
Doubtful	2.403	0,3	2.138	0,3	265	12,4 ↑	2.138	0,3	2.822	0,4	(684)	(24,2) ↓
Loss	12.800	1,4	9.277	1,2	3.523	38,0 ↑	9.277	1,2	9.059	1,3	218	2,4 ↑
Sub Total	899.531	100,0	775.872	100,0	123.659	100,0 ↑	775.872	100,0	695.085	100,0	80.787	11,6 ↑
Allowance for Impairment Losses	(35.861)		(38.685)		3.077	(8,0) ↓	(38.685)		(47.158)		8.473	(18,0) ↓
Total - Net	**863.670**		**737.187**		**126.736**	**17,2 ↑**	**737.187**		**647.927**		**89.260**	**13,8 ↑**

*) Restatement

In terms of collectibility in accordance with OJK Regulations, the collectibility of loans disbursed by BNI was mostly in the current category, with a portion of 95.5% and 94.3% for 2025 and 2024, respectively. The gross non-performing loan ratio (before deducting allowance for impairment losses) for BNI and Subsidiaries as of December 31, 2025, and 2024 was 2.0%. BNI Consolidated's net non-performing loan ratio for the same periods reached 1.0%

Write-off of Loan Assets and Recovery – Bank Only

In 2025, BNI recorded loan write-offs amounting to IDR15.6 trillion, lower than IDR18.7 trillion in 2024. In implementing these write-offs, BNI's management prioritized debtors that were bankrupt or involved in legal disputes, for which maximum recovery efforts had been undertaken. When measured against total loans disbursed by the Bank, the loan write-off ratio remained relatively low at around 1.7%. Meanwhile, recoveries from written-off loans totaled IDR5.4 trillion, with a recovery rate of 35.0% in 2025, representing an improvement compared with 32.2% in 2024.

Government Bonds

Government Bonds are financial instruments that fall under low-risk criteria but offer competitive interest rates. On the other hand, these instruments assist the Government in managing the APBN (State Budget).

Loan Collectibility	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Fair value through profit or loss	5.594	3,4	3.957	3,0	1.637	41,4 ↑	3.957	3,0	4.188	3,3	(231)	(5,5) ↓
Fair Value through Other Comprehensive Income	123.038	75,3	90.904	68,8	32.133	35,3 ↑	90.905	68,8	86.549	68,1	4.356	5,0 ↑
Amortized Expenses	34.881	21,3	37.210	28,2	(2.329)	(6,3) ↓	37.210	28,2	36.363	28,6	847	2,3 ↑
Total	163.513	100,0	132.072	100,0	31.441	23,8 ↑	132.072	100,0	127.100	100,0	4.972	3,9 ↑
Fixed interest rate	163.513	100,0	131.972	99,9	31.541	23,9 ↑	131.972	99,9	127.001	99,9	4.971	3,9 ↑
Floating interest rate	-	-	100	0,1	(100)	(100,0) ↓	100	0,1	99	0,1	1	1,0 ↑
Total	163.513	100,0	132.072	100,0	31.441	23,8 ↑	132.072	100,0	127.100	100,0	4.972	3,9 ↑

*) Restatement

Government Bonds are financial instruments that fall within the low-risk category while offering competitive yields. At the same time, these instruments also support Government financing in managing the State Budget (APBN). As of December 31, 2025, BNI recorded Government Bonds amounting to IDR163.5 trillion, representing an increase of 23.8% compared with the same position in 2024. BNI holds Government Bonds denominated in both Indonesian Rupiah and foreign currencies. Transactions in Rupiah-denominated Government Bonds reached IDR131.7 trillion, an increase of 32.8% in 2025 compared with IDR99.2 trillion in the previous year. Meanwhile, foreign currency Government Bond holdings amounted to IDR31.8 trillion in 2025 and IDR32.8 trillion in 2024. The contribution of this account to BNI's total assets was 12.0% in both 2025 and 2024.

Based on interest rate type, Government Bonds with fixed interest rates accounted for a dominant share of 100% in 2025 and 99.9% in 2024. Meanwhile, floating-rate Government Bonds recorded no transactions (0%) in 2025, compared with 6.3% in 2024.

For fixed-rate Government Bonds, market prices ranged from 82.4% to 131.0% as of December 31, 2025 and from 81.0% to 129.3% as of December 31, 2024. Meanwhile, the market price of floating-rate Government Bonds stood at 100.0% on both December 31, 2025 and December 31, 2024.

Within the Government Bond portfolio, BNI also held Government Bonds originating from the recapitalization program, with recapitalization bond balances of IDR100 billion as of December 31, 2025 and December 31, 2024.

In 2025, contractual interest rates on fixed-rate Government Bonds ranged from 4.9%–12.0% for Rupiah-denominated bonds, 0.5%–7.8% for US dollar-denominated bonds, and 1.3%–2.9% for Singapore dollar-denominated bonds. In the previous year, the contractual interest rates for fixed-rate Government Bonds in

the same three currencies ranged from 4.9%–12.0%, 0.5%–7.8%, and 0.5%–1.3%, respectively. Meanwhile, the annual floating interest rate on Government Bonds in 2025 stood at 0%, compared with 6.3% in the previous year.

Prepaid Taxes and Prepaid Expenses

BNI posted prepaid taxes and expenses for the period ending December 31, 2025, amounting to IDR3.1 billion and IDR2.3 trillion, respectively. In the previous year, the two accounts reached IDR19 billion and IDR2.9 trillion, respectively.

Equity Investments and Investments in Associates

	2025 (%)	2024 (%)	2023 (%)
PT Bank Syariah Indonesia Tbk	23,2	23,2	23,2
PT Penyelesaian Transaksi Elektronik Nasional (PTEN)	17,5	17,5	17,5
PT Fintek Karya Nusantara	9,8	9,8	9,8
PT Kustodian Sentral Efek Indonesia	2,5	2,5	2,5
PT Bursa Efek Indonesia	1,0	1,2	1,2
PT Bank Mizuho Indonesia	1,0	1,0	1,0
PT Pemeringkat Efek Indonesia	0,1	0,1	0,2
PT Bank SMBC Indonesia Tbk	0,1	0,1	0,2
PT PANN Pembiayaan Maritim	-	-	48,4

In 2025, BNI's net equity investments and investments in associates reached IDR14.4 trillion, higher than the position in 2024 of IDR12.7 trillion due to additional participation and recognition of the profit portion of PT Bank Syariah Indonesia Tbk in 2025.

Other Assets

In 2025, BNI's net other assets amounted to IDR18.9 trillion, representing an increase of 34.3% compared with IDR14.1 trillion in 2024. This increase was primarily driven by higher balances in several accounts, including receivables from ATM and credit card transactions, as well as customer receivables.

Fixed Assets

Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025			2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024		
			Nominal (IDR-billion)	Percentage (%)				Nominal (IDR-billion)	Percentage (%)	
Land	17.169	17.169	0	0,0	-	17.169	16.364	805	4,7	↑
Building	11.848	9.970	1.878	18,8	↑	9.970	9.246	724	7,3	↑
Office Equipment and Motor Vehicles	17.891	16.300	1.591	9,8	↑	16.300	15.187	1.113	6,8	↑
Total Acquisition Cost	46.908	43.438	3.469	8,0	↑	43.439	40.797	2.642	6,1	↑
Assets in Settlement	1.196	2.267	(1.071)	(47,3)	↓	2.267	1.239	1.028	45,3	↑
Right- of-Use Assets	2.627	3.110	(483)	(15,5)	↑	3.110	2.652	458	14,7	↑
Total Acquisition Cost	50.731	48.816	1.915	3,9	↑	48.816	44.688	4.128	8,5	↑
Accumulated Depreciation										
Building	4.542	3.877	665	17,2	↑	3.877	3.366	511	15,2	↑
Office Equipment and Motor Vehicles	14.045	13.175	870	6,6	↑	13.175	12.317	858	7,0	↑
Right- of-Use Assets	1.031	1.356	(325)	(24,0)	↓	1.356	1.240	116	9,4	↑
Total Accumulated Depreciation	19.618	18.408	1.210	6,6	↑	18.408	16.923	1.485	8,8	↑
Net Book Value	31.113	30.408	705	2,3	↑	30.408	27.765	2.643	9,5	↑

*) Restatement

In 2025, BNI recorded net property and equipment amounting to IDR31.1 trillion, representing an increase of 2.3% from IDR30.4 trillion in 2024. None of BNI's property and equipment were pledged as collateral. As of December 31, 2025, right-of-use assets amounted to IDR1.6 trillion (net). In addition, management believes that there was no impairment of BNI's property and equipment during the year, as the carrying amounts of such assets did not exceed their estimated recoverable amounts. The contribution of net property and equipment to BNI's total assets was 2.3% in 2025 and 2.7% in 2024.

Deferred Tax Assets – Net

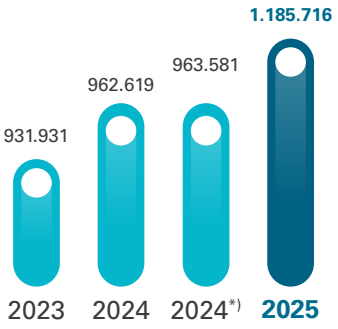
In 2025, BNI's Net Deferred Tax Assets amounted to IDR6.9 trillion. This achievement was lower than the previous year's position of IDR7.1 trillion, which was influenced by the provision of provisions for impairment losses on earning assets – other than loans.

LIABILITIES

The Company prepares its financial statements by taking into account the characteristics of BNI's banking business, which are more appropriately presented based on liquidity levels. Accordingly, the statement of financial position does not classify liabilities into current and non-current liabilities, but rather into Financial Liabilities and Non-Financial Liabilities. This approach is consistent with common practice in the banking industry, given that the management of the Bank's funding sources and obligations is closely linked to liquidity management and is not solely determined by contractual maturities. Information on liabilities, including their nature, maturity profiles, and associated risks, continues to be adequately disclosed in the Notes to the Financial Statements, particularly in the accounting policy disclosures and the detailed breakdown of each relevant liability account.

In 2025, BNI's liabilities grew by 23% to IDR1,185 trillion, primarily driven by increases in deposits from other banks, securities sold under repurchase agreements, debt securities issued, and borrowings. BNI's third-party funds (DPK) increased by 29% to IDR1,040 trillion, in line with growth in Current Account and Savings Account (CASA) balances, which rose by IDR563.278 trillion to IDR725.929 trillion, representing an increase of 29% compared with the previous year.

Total Liabilities
(IDR billion)



Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Financial Liabilities								
Obligations due immediately	5.761	5.515	246	4,5 ↑	5.515	5.295	220	4,2 ↑
Deposits from customers	1.040.834	805.511	235.323	29,2 ↑	805.511	810.730	(5.219)	(0,6) ↓
Deposits from other banks	11.563	18.548	(6.985)	(37,7) ↓	18.548	11.894	6.654	55,9 ↑
Derivative payables	5.399	1.479	3.920	265,0 ↑	1.479	810	669	82,6 ↑
Securities sold under agreements to repurchase	7.251	15.891	(8.640)	(54,4) ↓	15.891	6.891	9.000	130,6 ↑
Acceptance payables	2.325	4.229	(1.904)	(45,0) ↓	4.229	5.748	(1.519)	(26,4) ↓
Accrued expenses	942	1.529	(587)	(38,4) ↓	1.529	1.664	(135)	(8,1) ↓
Other liabilities	6.899	8.317	(1.418)	(17,0) ↓	26.564	26.125	439	1,7 ↑
Debt Securities	14.253	12.974	1.279	9,9 ↑	12.975	4.893	8.082	165,2 ↑
Borrowings	39.040	42.931	(3.891)	(9,1) ↓	42.931	30.950	11.981	38,7 ↑
Subordinated Securities	18.340	17.699	641	3,6 ↑	17.699	16.929	770	4,5 ↑

Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Insurance and Reinsurance Contract Liabilities	22.391	19.210	3.181	16,6				
Total Financial Liabilities	1.174.998	953.833	221.165	23,2	952.871	921.929	30.942	3,4
Non-Financial Liabilities	-		-	-				
Taxes payable	416	318	98	30,8	318	823	(505)	(61,4)
Employee benefits	8.839	7.147	1.692	23,7	7.147	7.006	141	2,0
Provisions	1.463	2.283	(820)	(35,9)	2.283	2.173	110	5,1
Total Non-Financial Liabilities	10.718	9.748	970	10,0	9.748	10.002	(254)	(2,5)
Total Liabilities	1.185.716	963.581	222.135	23,1	962.619	931.931	30.688	3,3

In 2025, financial liabilities increased by IDR221.2 trillion, or 23.2%, compared with the previous year. This growth was primarily driven by an increase in customer deposits/third-party funds, which rose by IDR235.3 trillion, or 29.2%, as well as higher derivative liabilities amounting to IDR3.9 trillion, or 265.0%, and an increase in insurance and reinsurance contract liabilities of IDR3.2 trillion, or 16.6%, year on year.

Meanwhile, non-financial liabilities in 2025 increased by IDR969 billion, or 9.9%, compared with the previous year. This increase was primarily driven by higher employee benefits liabilities, which rose by IDR1.6 trillion, or 23.7%, year on year.

Obligations Due Immediately

BNI's Obligations due Immediately increased by IDR246 billion, or 4.5%, to IDR5.8 trillion from the previous level of IDR5.5 trillion. This increase was in line with higher obligations as an issuing bank (ATM) amounting to IDR1.3 trillion and an increase in Smartpay settlement funds of IDR33 billion compared with 2024. These increases were partially offset by a decline in third-party cooperation liabilities of IDR300.8 billion in 2025.

Deposits from Customers

Throughout 2025, BNI recorded total third-party funds (TPF) of IDR1,040.8 trillion amid tight liquidity conditions in the banking industry. BNI's TPF portfolio remained well diversified, with consolidated Current Accounts and Savings Accounts (CASA) accounting for 69.7%, equivalent to IDR726.0 trillion, while time deposits represented 30.3%, or IDR314.9 trillion, in 2025.

The achievement in TPF was primarily driven by growth in savings deposits, which increased by 11.2% compared with the previous year to IDR286.5 trillion in 2025, enabling the CASA ratio to be maintained at 69.7%, or IDR726.0 trillion. This increase in savings deposits was in line with the Bank's strategy to further focus on low-cost funding mobilization through enhanced digital customer service capabilities, following the launch of wondr by BNI in the previous year.

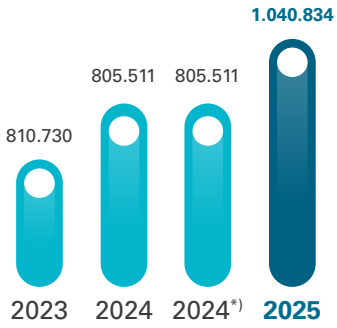
TPF in the form of time deposits increased by IDR72.6 trillion, or 30.3%, year on year, reaching IDR314.9 trillion in 2025.

From a currency perspective, TPF denominated in Indonesian Rupiah remained dominant, accounting for 82.6% and 79.6% in 2025 and 2024, respectively, in line with loan disbursement that was also predominantly Rupiah-denominated. Meanwhile, foreign currency TPF accounted for 17,4% and 20.4% in 2025 and 2024, respectively. Of total foreign currency TPF amounting to IDR180.7 trillion, US dollar-denominated deposits represented the largest portion, reaching IDR166.9 trillion in 2025 and IDR151.2 trillion in 2024.

In 2025, the annual interest rates and profit-sharing rates on TPF ranged from 0.0%–6.8% for Indonesian Rupiah, 0.0%–5.3% for US dollars, 0.0%–2.3% for Singapore dollars, 0.0%–2.6% for euros, and 0.0%–1.3% for Japanese yen. In the previous year, the annual interest rates and profit-sharing rates on DPK ranged from 0.0%–8.1% for Indonesian Rupiah, 0.0%–6.3% for US dollars, 0.0%–2.3% for Singapore dollars, 0.0%–0.1% for euros, and 0.0%–0.1% for Japanese yen.

Jumlah Simpanan Nasabah

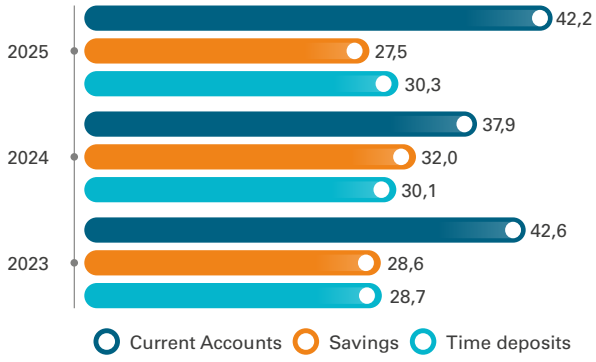
(Rp miliar)



Deposits by Type	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Current Accounts	439.499	42,2	305.734	37,9	133.765	43,8 ↑	305.734	37,9	345.496	42,6	(39.762)	(11,5) ↑
Rupiah	308.227	29,6	192.230	23,8	115.997	60,3 ↑	192.231	23,8	203.157	25,1	(10.926)	(5,4) ↑
Foreign Currency	131.271	12,6	113.503	14,1	17.768	15,7 ↑	113.503	14,1	142.339	17,6	(28.836)	(20,3) ↑
Savings	286.460	27,5	257.544	32	28.916	11,2 ↑	257.544	32,0	231.982	28,6	25.562	11,0 ↑
Rupiah	273.547	26,3	247.370	30,7	26.177	10,6 ↑	247.370	30,7	222.513	27,4	24.857	11,2 ↑
Foreign Currency	12.913	1,2	10.174	1,3	2.739	26,9 ↑	10.174	1,3	9.469	1,2	705	7,4 ↑
Total Current accounts and Savings accounts	**725.959**	**69,7**	**563.278**	**69,9**	**162.681**	**28,9 ↑**	**563.278**	**69,9**	**577.478**	**71,2**	**(14.200)**	**(2,5) ↑**
Time deposits	314.875	30,3	242.233	30,1	72.642	30,0 ↑	242.233	30,1	232.664	28,7	9.569	4,1 ↑
Rupiah	278.351	26,7	201.908	25,1	76.443	37,9 ↑	201.908	25,1	208.275	25,7	(6.367)	(3,1) ↑
Foreign Currency	36.525	3,5	40.325	5	-3.800	-9,4 ↓	40.325	5,0	24.389	3,0	15.936	65,3 ↓
Negotiable Certificate of Deposit (NCD) issued	-	-	-	-	-	- ↑	-	-	588	0,1	(588)	(100,0) ↑
Rupiah	-	-	-	-	-	- ↑	-	-	-	-	-	- ↑
Foreign Currency	-	-	-	-	-	- ↑	-	-	588	0,1	(588)	(100,0) ↑
Total Deposits from Customers	**1.040.834**	**100,0**	**805.511**	**100**	**235.323**	**29,2 ↑**	**805.511**	**100,0**	**810.730**	**100,0**	**(5.219)**	**(0,6) ↑**
Rupiah	860.126	82,6	641.509	79,6	218.617	34,1 ↑	641.509	79,6	633.945	78,2	7.564	1,2 ↑
Foreign Currency	180.709	17,4	164.002	20,4	16.707	10,2 ↑	164.002	20,4	176.785	21,8	(12.783)	(7,2) ↑

*) Restatement

Composition of Customer Deposits
Persentage (%)



Deposits from Other Banks

Account	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Current accounts	3.487	30,2	3.725	20,1	(238)	(6,4) ↓	3.725	20,1	4.376	36,8	(651)	(14,9) ↓
Time Deposits	747	6,5	832	4,5	(85)	(10,2) ↓	832	4,5	804	6,8	28	3,5 ↑
Other Deposits	900	7,8	926	5,0	(26)	(2,8) ↓	926	5,0	1.080	9,1	(154)	(14,3) ↓
Interbank Money Market	6.430	55,6	12.294	66,3	(5.864)	(47,7) ↓	12.294	66,3	5.118	43,0	7.176	140,2 ↑
Negotiable Certificate of Deposit (NCD)	-	-	771	4,2	(771)	(100,0) ↓	771	4,2	516	4,3	255	49,4 ↑
Total	11.563	100,0	18.548	100	(6.985)	(37,7) ↓	18.548	100,0	11.894	100,0	6.654	55,9 ↑

*) Restatement

In 2025, deposits from other banks at BNI amounted to IDR11.6 trillion, representing a 37.7% decline compared with IDR18.5 trillion in 2024. The increase within this category was recorded in Interbank Money Market (PUAB) instruments, amounting to IDR6.4 trillion, decreased by IDR5.9 trillion or 47.7% compared with the 2024 position of IDR12.3 trillion.

In 2025, the annual interest rates and profit-sharing rates on deposits from other banks ranged from 0.0%–4.8% for Indonesian Rupiah, 0.0%–4.9% for US dollars, 0.0%–1.3% for Japanese yen, and 0.0%–1.9% for Singapore dollars. In 2024, the corresponding annual interest rates and profit-sharing rates for these four currencies ranged from 0.0%–6.9% for Indonesian Rupiah, 0.0%–5.1% for US dollars, 0.0%–0.8% for Japanese yen, and 0.0%–3.3% for Singapore dollars.

Derivative Payables

Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Related parties	977	155	822	530,3 ↑	155	136	19	14,0 ↑
Third parties	4.422	1.324	3.098	234,0 ↑	1.324	674	650	96,4 ↑
Total	**5.399**	**1.479**	**3.920**	**265,0** ↑	**1.479**	**810**	**669**	**82,6** ↑

*) Restatement

BNI enters into derivative financial instrument transactions in the course of its business activities, including foreign exchange forward contracts, foreign exchange swaps, interest rate swaps, and spot transactions, for financing, trading, and hedging purposes. BNI's derivative liabilities increased by IDR3,9 trillion, or 265.0%, to IDR5.4 trillion, from IDR1.5 trillion in the previous year. The increase in derivative liabilities was primarily attributable to derivative liabilities to third parties, which rose by 234.0% or IDR3.1 trillion.

Securities Sold under Agreements to Repurchase

In 2025, BNI recorded securities sold under repurchase agreements amounting to IDR7.3 trillion, representing a decrease of IDR8.6 trillion, or 54.4%, from IDR15.9 trillion in 2024. The annual interest rates applicable to securities sold under repurchase agreements in 2025 ranged from 4.8%–8.4% for Indonesian Rupiah and 1.9%–4.8% for US dollars.

Acceptance Payables

In 2025, BNI recorded a decline in acceptance liabilities of IDR1.9 trillion, or 45.0%, from IDR4.2 trillion in 2024 to IDR2.3 trillion. This decrease was attributable to a reduction in acceptance liabilities to third parties, which fell from IDR3.3 trillion in the previous year to IDR1.8 trillion in 2025.

Accrued Expenses

Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Issuer Bank Liabilities	212	245	(33)	(13,3) ↓	245	461	(216)	(46,9) ↓
49.7Office Expenses	394	413	(19)	(4,7) ↓	413	467	(54)	(11,6) ↓
Technology and Telecommunication Expenses	128	615	(487)	(79,2) ↓	615	559	56	10,0 ↓
Loyalty Expenses	9	49	(40)	(81,9) ↓	49	50	(1)	(2,0) ↓
Promotion Expenses	32	5	27	533,8 ↑	5	5	0	0,0 ↑
Others	167	202	(35)	(17,2) ↓	202	122	80	65,6 ↓
Total	942	1,529	(587)	(38,4) ↓	1.529	1.664	(135)	(8,1) ↓

*) Restatement

In 2025, BNI recorded accrued expenses amounting to IDR942 billion, representing a 38.4% decrease compared with IDR1.5 trillion in 2024. The decline in accrued expenses was primarily attributable to a reduction in technology and telecommunication expenses, which decreased from IDR615 billion to IDR128 billion.

Taxes Payables

Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Corporate Income Tax	263	223	40	18,0 ↑	223	702	(479)	(68,2) ↑
Other Taxes	152	95	57	59,8 ↑	95	121	(26)	(21,5) ↑
Total - Net	415	318	97	30,5 ↑	318	823	(505)	(61,4) ↑

*) Restatement

In 2025, BNI recorded an increase in tax payables of 30.5%, rising from IDR318 billion in 2024 to IDR415 billion. This increase was in line with higher corporate income tax payable, which rose from IDR223 billion in 2024 to IDR263 billion in 2025, representing an increase of 17.9%, or IDR40 billion, compared with the previous year.

Employee Benefits

Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Short-term employee benefits	3.923	3.230	693	21,5 ↑	3.230	2.525	705	27,9 ↑
Long-term employee benefits	4.916	3.917	999	25,5 ↑	3.917	4.481	(564)	(12,6) ↓
Total	**8.839**	**7.147**	**1.692**	**23,7** ↑	**7.147**	**7.006**	**141**	**2,0** ↑

*) Restatement

In 2025, employee benefits amounted to IDR8.8 trillion, representing an increase of 23.7% compared with IDR7.1 trillion in 2024. BNI recorded an increase in short-term employee benefits of IDR693 billion, or 21.5%, rising from IDR3.2 trillion in 2024. Meanwhile, long-term employee benefits increased by IDR999.1 billion, or 25.5%, primarily driven by movements in the defined benefit pension program, which declined by IDR731 billion.

Allowances

BNI's provisions account consists of estimated losses on commitments and contingencies, as well as provisions for legal cases and other matters. In 2025, BNI recorded provisions amounting to IDR1.5 trillion, representing a decrease compared with IDR2.3 trillion in the previous year. The movement in provisions was primarily attributable to estimated losses on commitments and contingencies, which amounted to IDR1.5 trillion, down from IDR2.3 trillion previously. This was related to the recognition of provisions for off-balance-sheet accounts as an impact of the implementation of PSAK 109 in 2020. Meanwhile, provisions for legal cases and other matters increased by IDR2 billion compared with the prior year.

Other Liabilities

In 2025, other liabilities declined by 17.0% to IDR6.9 trillion, from IDR8.3 trillion in 2024. The movements within this account were driven by an increase in liabilities to policyholders amounting to IDR3 billion, while, on the other hand, there was a decrease in foreign currency Time Deposits of Export Proceeds (TD DHE) of IDR509 billion compared with 2024.

Securities Issued

By Relationship	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Related parties	1.886	1.892	(6)	(0,3) ↓	1.892	1.764	128	7,3 ↑
Third parties	12.368	11.082	1.286	11,6 ↑	11.083	3.129	7.954	254,2 ↑
Total	**14.253**	**12.974**	**1.279**	**9,9** ↑	**12.975**	**4.893**	**8.082**	**165,2** ↑

*) Restatement

On July 4, 2025, PT Bank Negara Indonesia (Persero) Tbk issued the Sustainability Bond 2025, denominated in IDR, with a total nominal value of IDR5,000,000,000,000 (Five trillion Rupiah) and tenors of 3 years and 5 years. As of December 31, 2025, the BNI Sustainability Bond 2025 had a net carrying value of IDR4,996,653 million, after deducting unamortized issuance costs amounting to IDR3,347 million.

Borrowings

Borrowings by Type	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Two step loans	54	49	5	9,8 ↓	49	52	(3)	(5,8) ↓
Liquidity loans for members of primary cooperatives	1	1	-	-	1	1	-	0,0
Bilateral loans	33.681	35.115	(1.434)	(4,1) ↓	35.115	21.856	13.259	60,7 ↓
Bankers acceptance	1.812	4.171	(2.359)	(56,5) ↓	4.171	7.768	(3.597)	(46,3) ↑
Others	3.492	3.595	(103)	(2,9) ↓	3.595	1.273	2.322	182,4 ↑
Total	**39.040**	**42.931**	**(3.891)**	**(9,1)** ↓	**42.931**	**30.950**	**11.981**	**38,7** ↓

*) Restatement

Loans received by BNI comprise various types of borrowings, including on-lending facilities, liquidity credit for primary cooperatives to their members, bilateral loans, bankers' acceptances, and other borrowings. Total loans received for the period ended December 31, 2025 amounted to IDR39.0 trillion, representing a 9.1% decrease compared with IDR42.9 trillion in the previous year. The decline was primarily attributable to a 56.6% reduction in bankers' acceptances, which fell to IDR1.8 trillion in 2025 from IDR4.2 trillion in the prior year.

Subordinated Securities

By Relationship	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
BNI Tier 2	8.337	8.046	291	3,6 ↑	8.046	7.696	350	4,5 ↑
BNI Additional Tier 1	10.003	9.653	350	3,6 ↑	9.653	9.233	420	4,5 ↑
Total	18.340	17.699	641	3,6 ↑	17.699	16.929	770	4,5 ↑

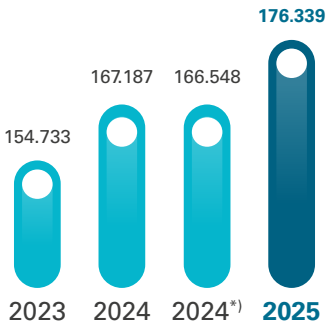
*) Restatement

As of December 31, 2025, BNI's Tier 2 Subordinated Notes had a net carrying value of IDR8.3 trillion, after deducting unamortized issuance costs amounting to IDR265.0 million, and had received credit ratings from Moody's and Fitch Ratings, with ratings of Ba2 and BB, respectively.

EQUITY

In 2025, BNI's total equity amounted to IDR176.5 trillion, representing an increase of 6.0% from IDR166.5 trillion in 2024. This significant increase was primarily driven by a 4.8% rise in retained earnings, equivalent to IDR5.7 trillion, compared with the previous year, as a result of BNI's profit growth.

Jumlah Ekuitas
(Rp miliar)



Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Share capital: Issued and fully paid	9.055	9.055	-	0,0 -	9.055	9.055	-	0,0
Additional paid-in capital	17.010	17.010	-	0,0 -	17.010	17.010	-	0,0
Share-based Payment Reserves	349	323	26	8,0 ↑	323	260	63	24,2 ↑
Transactions with noncontrolling interests	2.257	2.257	-	0,0	2.257	2.257	-	0,0
Asset revaluation reserve	16.711	16.711	-	0,0	16.711	15.448	1.263	8,2 ↑
Unrealized gains (losses) on marketable securities and Government Bonds at fair value through other comprehensive income, net of tax	2.617	(1.432)	4.049	(282,8) ↑	(1.465)	(896)	(569)	63,5 ↑
Differences in Foreign Currency Translation of Financial Statements	(124)	(97)	(27)	27,8 ↑	(97)	(58)	(39)	67,2 ↑
Retained earnings	123.855	118.244	5.611	4,7 ↑	118.664	107.236	11.428	10,7 ↑
Non-controlling interests	4.609	4.477	132	2,9 ↑	4.729	4.601	128	2,8 ↑
Treasury Shares	-	-	-	-	-	(180)	180	(100,0) ↓
Total Equity	**176.339**	**166.548**	**9.791**	**5,9** ↑	**167.187**	**154.733**	**11.815**	**7,6** ↑

*) Restatement

BNI's total equity in 2025 amounted to IDR176.3 trillion, representing an increase of 5.9% compared with the previous year, driven by BNI's improved profitability relative to the prior year, as further elaborated in the sections below.

Share Capital

In 2025, BNI's share capital amounted to IDR9.1 trillion, unchanged from IDR9.1 trillion in 2024.

Additional Paid-in Capital

In 2025, BNI's additional paid-in capital/share premium amounted to IDR17.0 trillion, unchanged from IDR17.0 trillion in 2024.

Asset Revaluation Reserve

The asset revaluation reserve amounted to IDR16.7 trillion in 2025, unchanged from IDR16.7 trillion in 2024, representing no increase (0%). This was attributable to the recognition of the realization of the revaluation results of land and buildings that was carried out in 2025.

Share-Based Payment Reserve

Referring to PSAK 102 on Share-based Payment, banks are required to recognize a provision for share-based payments based on the market price as of the grant date. The Company has implemented a share ownership–based remuneration program for the Board of Directors, non-independent members of the Board of Commissioners, and employees, with the allocation having been granted in 2022. However, the vesting (lock-up release) period for these shares is being executed gradually through 2025. As a result of this program and the ongoing vesting schedule extending through 2025, the Bank recognized a share-based payment provision of IDR349 billion in 2025.

Transactions with Non-Controlling Interests

In 2025, transactions with non-controlling interests amounted to IDR2.3 trillion, unchanged from 2024. The value of transactions with controlling interests represents the total proceeds received from Sumitomo Life, net of transaction costs related to the strategic partnership involving Sumitomo Life's acquisition of a 40% equity stake in BNI Life in 2013.

Unrealized Net Gains/Losses in Marketable Securities and Government Bonds at Fair Value through Other Comprehensive Income – Net of Tax

In 2025, BNI recorded net unrealized gains from increases in the fair value of securities and Government Bonds measured at fair value through other comprehensive income (FVOCI), net of deferred tax, amounting to IDR2.6 trillion. This represents a deterioration of IDR4,049 billion compared with 2024, when unrealized losses amounted to IDR1,432 billion. The movement was primarily attributable to mark-to-market adjustments on securities classified as FVOCI and amortized cost (AC), reflecting the decline in market benchmark interest rates in 2025 compared with 2024.

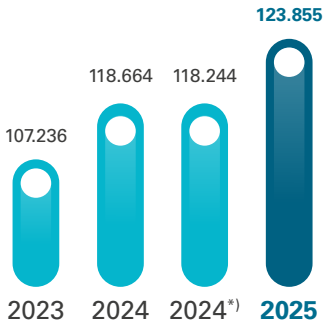
Exchange Difference on Translation of Foreign Currency Financial Statements

In 2025, losses from foreign exchange differences arising from the translation of foreign currency financial statements at BNI amounted to IDR124 billion, representing an increase of IDR27 billion compared with IDR97 billion in 2024.

Retained Earnings

In 2025, retained earnings amounted to IDR123.9 trillion, representing an increase of IDR5.7 trillion, or 4.7%, compared with IDR118.2 trillion in 2024. The improvement in profit performance in 2025 was supported by BNI's healthy business expansion in low-risk segments, higher fee-based income, and improved asset quality. The increase in retained earnings has been net of cash dividend payments on profit for the 2024 financial year amounting to IDR14 trillion.

Jumlah Saldo Laba
(Rp miliar)



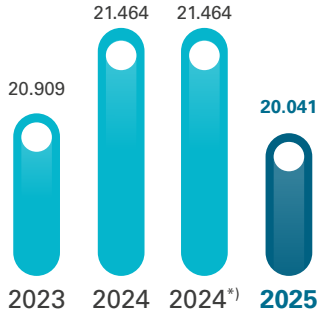
Non-Controlling Interests

In 2025, non-controlling interests in the net assets of BNI's consolidated subsidiaries amounted to IDR4.6 trillion, representing an increase of 3.0%, or IDR132 billion, from IDR4.5 trillion in 2024. The increase was primarily driven by higher profits generated by BNI's subsidiaries.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

In 2025, BNI once again recorded profit for the year attributable to owners of the parent amounting to IDR20 trillion, representing a 6.6% year-on-year decline, while total comprehensive income for the year attributable to owners of the parent reached IDR23.6 trillion, reflecting year-on-year growth of 4.6%. The growth in comprehensive income was primarily driven by an increase in non-interest operating income of 5.2% YoY, supported in part by higher digital fee-based income. This performance was the result of the Company's ongoing efforts to strengthen transactional capabilities and digital services, both in the Retail segment through wondr by BNI and in the Wholesale segment through BNIdirect.

Laba Bersih (Laba yang Diatribusikan kepada Pemilik Entitas Induk - sebagai acuan pembagian dividen)
(Rp miliar)



Statement of Profit or Loss and Other Comprehensive Income

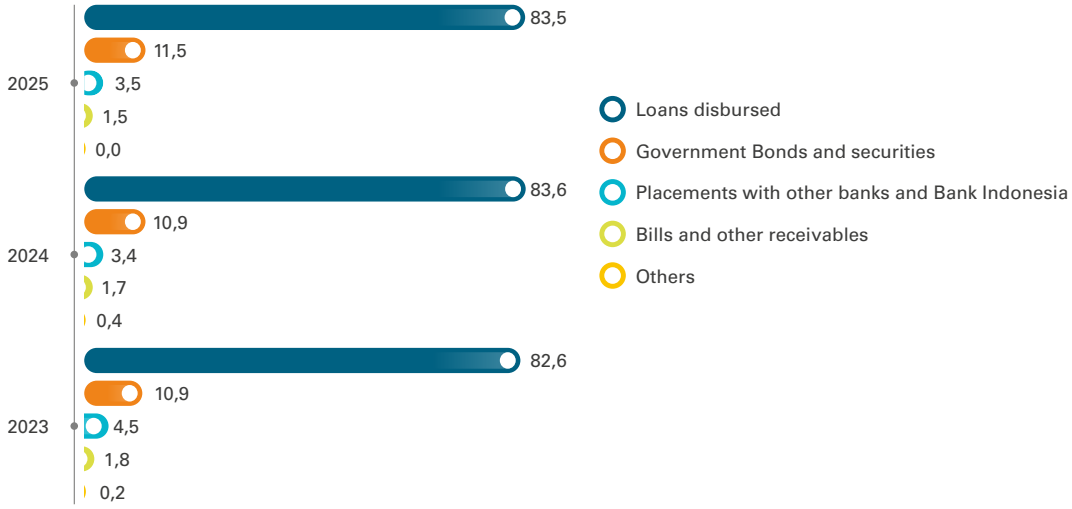
Account	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Interest income	69.394	66.583	2.811	4,2 ↑	66.583	61.472	5.111	8,3 ↑
Interest expense	(29.061)	(26.103)	(2.958)	11,3 ↑	(26.103)	(20.196)	(5.907)	29,2 ↑
Interest income – net	**40.333**	**40.480**	**(147)**	**(0,4)** ↓	**40.480**	**41.276**	**(796)**	**(1,9)** ↓
Net premium income	(2)	(2)	-	0,0	1.724	1.659	65	3,9 ↑
Other operating income	24.645	23.417	1.228	5,2 ↑	22.311	19.812	2.499	12,6 ↑
Total operating income	**64.976**	**63.895**	**1.081**	**1,7** ↑	**64.515**	**62.747**	**1.768**	**2,8** ↑
Other operating expenses	(30.857)	(29.111)	(1.746)	(6,0) ↑	(29.688)	(27.778)	(1.910)	6,9 ↑
Establishment of allowance for impairment losses	(9.724)	(8.211)	(1.513)	18,4 ↑	(8.211)	(9.196)	985	(10,7) ↓
Operational profit	24.395	26.573	(2.178)	(8,2) ↓	26.616	25.773	843	3,3 ↑
Non-net operating income (expenses)	2	(4)	6	(150,0) ↓	(36)	(133)	97	(72,9) ↓
Profit before tax expense	**24.397**	**26.569**	**(2.172)**	**(8,2)** ↓	**26.580**	**25.640**	**940**	**3,7** ↑
Tax expense	(4.286)	(4.900)	614	(12,5) ↑	(4.911)	(4.534)	(377)	8,3 ↑
Current year profit	**20.111**	**21.669**	**(1.558)**	**(7,2)** ↓	**21.669**	**21.106**	**563**	**2,7** ↑
Other comprehensive income, after income tax	3.605	1.031	2.574	249,7 ↓	997	674	323	47,9 ↑
Total comprehensive income for the period	**23.716**	**22.700**	**1.016**	**4,5** ↑	**22.666**	**21.780**	**886**	**4,1** ↑
Profit for the year attributable to:								
Parent entity owner	20.041	21.464	(1.423)	(6,6) ↓	21.464	20.909	555	2,7 ↑
Non-controlling interests	70	205	(135)	(66,0) ↓	205	197	8	4,1 ↑
Total comprehensive income for the period attributable to:								
Parent entity owner	23.584	22.551	1.033	4,6 ↑	22.539	21.560	979	4,5 ↑
Non-controlling interests	132	149	(17)	(11,4) ↓	127	220	(93)	(42,3) ↓
Earnings per Share Attributable to Owners of the Parent Entity (EPS) (Full Rupiah)	**537**	**576**	**(39)**	**(6,8)** ↓	**576**	**561**	**15**	**2,7** ↑

*) Restatement

Interest Income

Account	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Loans disbursed	57.957	83,5	55.681	83,6	2.276	4,1 ↑	55.681	83,6	50.753	82,6	4.928	9,7 ↑
Government Bonds and securities	7.957	11,5	7.245	10,9	712	9,8 ↑	7.245	10,9	6.695	10,9	550	8,2 ↑
Placements with other banks and Bank Indonesia	2.414	3,5	2.282	3,4	132	5,8 ↓	2.282	3,4	2.781	4,5	(499)	(17,9) ↓
Bills and other receivables	1.057	1,5	1.133	1,7	(76)	(6,7) ↓	1.133	1,7	1.091	1,8	42	3,8 ↑
Others	9	0,0	242	0,4	(233)	(96,3) ↓	242	0,4	152	0,2	90	59,2 ↑
Total	69.394	100,0	66.583	100,0	2.811	4.2 ↑	66.583	100,0	61.472	100,0	5.111	8,3 ↑

*) Restatement

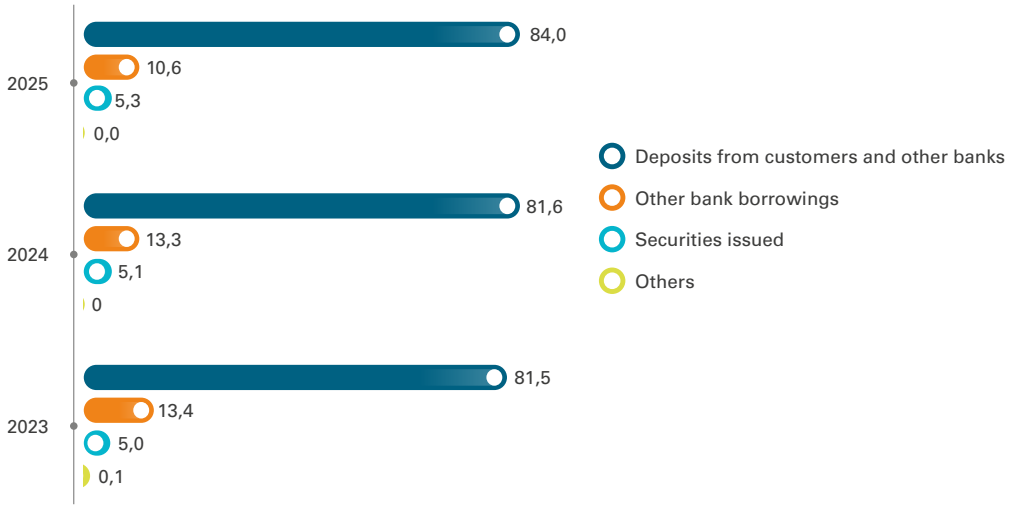


In 2025, PT Bank Negara Indonesia (Persero) Tbk recorded interest income of IDR69.4 trillion, representing a 4.2% year-on-year increase. Interest income from loans disbursed remained the largest contributor, accounting for 83.5% of total interest income in 2025, followed by interest income from Government Bonds and securities, which contributed 11.5%.

Interest Expense

Account	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)
Deposits from customers and other banks	24.411	84,0	21.276	81,5	3.135	14,7 ↑	21.276	81,6	16.458	81,5	4.818	29,3 ↑
Other bank borrowings	3.093	10,6	3.483	13,3	(390)	(11,2) ↓	3.483	13,3	2.713	13,4	770	28,4 ↑
Securities issued	1.543	5,3	1.334	5,1	209	15,7 ↑	1.334	5,1	1.014	5,0	320	31,6 ↑
Others	13	0,0	10	0,0	3	30,0 ↑	10	0	11	0,1	(1)	(9,1) ↓
Total	29.060	100,0	26.103	100,0	2.957	11,3 ↑	26.103	100,0	20.196	100,0	5.907	29,2 ↑

*) Restatement

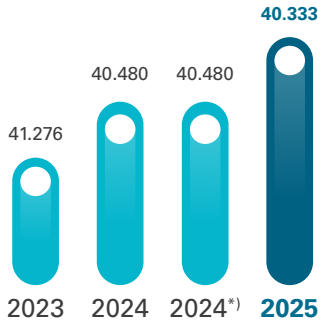


The composition of interest expense in 2025 increased by IDR3 trillion, or 11.3%, compared with the previous period. In addition to being dominated by deposits from customers and other banks as BNI's primary funding sources—contributing 84.0% in 2025 and 81.6% in 2024—the increase in interest expense was also influenced by a decline in interest expense on borrowings of IDR390 billion, or 11.2%, and a decrease in interest expense on debt securities issued of IDR209 billion, or 15.7%, compared with the prior year.

Interest Income – Net

In 2025, BNI recorded net interest income of IDR40.3 trillion, a slight decline of 0.4% compared with the previous year. This was attributable to a more aggressive increase in interest expense of 11.3% YoY, outpacing the 4.2% YoY growth in interest income. The significant rise in interest expense reflected tight liquidity conditions, which led to an upward trend in market interest rates.

Pendapatan Bunga - Neto
(Rp miliar)

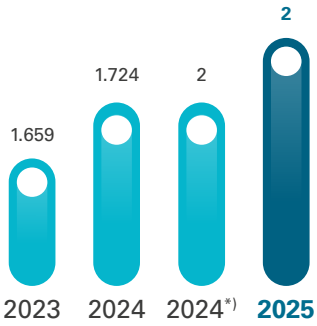


Premium Income – Net

This account represents the contribution from BNI Life, one of BNI's subsidiaries, to consolidated income. In 2025, BNI Life's net premium income amounted to IDR0 trillion, increasing by 0%, or IDR0 billion, compared with IDR1.7 trillion in 2024.

In addition, investment income performance was influenced by fluctuations in the market prices of securities and Government Bonds, which serve as BNI Life's investment instruments for portfolio development.

Pendapatan Premi - Neto
(Rp miliar)



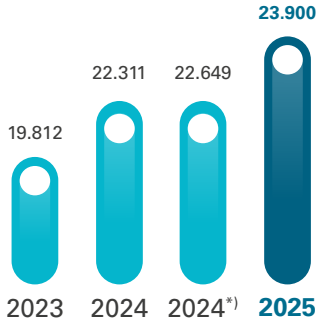
Other Operating Income

Account	2025 (IDR-billion)	2024*) (IDR-billion)	Kenaikan (Penurunan) 2024-2025		2024 (IDR-billion)	2023 (IDR-billion)	Kenaikan (Penurunan) 2023-2024	
			Nominal (IDR-billion)	Persentase (%)			Nominal (IDR-billion)	Persentase (%)
Other fees and commission	11.168	10.559	609	5,8 ↑	10.559	10.120	439	4,3 ↑
Profit for Associated Entities	1.627	1.523	104	6,8 ↑	1.523	1.328	195	14,7 ↑
Recovery of assets written off	5.439	6.025	(586)	(9,7) ↓	6.025	5.030	995	19,8 ↑
Unrealized gains/ (losses) from changes in the fair value of financial assets measured at fair value through profit or loss	142	145	(3)	(2,1) ↓	145	74	71	95,9 ↑
Gain on sale of financial assets measured at fair value through other comprehensive income and fair value through profit or loss	2.886	1.769	1.117	63,1 ↑	1.769	1.180	589	49,9 ↑
Foreign exchange gains - net	1.037	1.259	(222)	(17,6) ↓	1.259	1.019	240	23,6 ↑
Others	2.345	2.096	249	11,9 ↑	2.096	1.062	1.034	97,4 ↑
Total	24.644	23.376	1.268	5,4 ↑	23.376	19.812	3.564	18,0 ↑

*) Restatement

In 2025, BNI recorded other operating income of IDR24.6 trillion, representing an increase of 5.4% from IDR23.4 trillion in 2024. The largest decline within this account came from recoveries of written-off assets, which amounted to IDR0.6 trillion, down 9.7% compared with the previous year's realization. BNI also recognized operating income from the profit share of its associate, PT Bank Syariah IndonesiaTbk, amounting to IDR1.6 trillion, an increase of 0.3% compared with IDR1.5 trillion as of December 2024. In addition, other fees and commissions income increased by IDR609 billion, or 5.8%, compared with the prior year.

Pendapatan Operasional Lainnya
(Rp miliar)

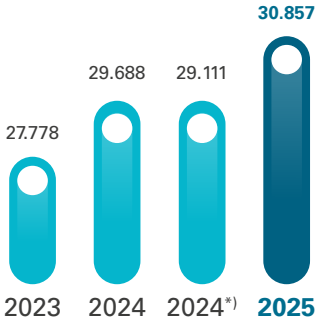


Other Operating Expenses

Account	2025		2024*)		Increase (Decrease) 2024-2025		2024		2023		Increase (Decrease) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Percentage (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Percentage (%)
Salaries and Employee Benefits Expenses	14.529	47,1	13.782	47,3	747	5,4 ↑	13.782	47,3	12.834	46,2	948	7,4 ↑
General and Administrative Expenses	9.395	30,4	9.025	31,0	370	4,1 ↑	9.025	31,0	9.193	33,1	(168)	(1,8) ↓
Promotion Expenses	1.188	3,9	1.103	3,8	85	7,7 ↑	1.103	3,8	1.066	3,8	37	3,5 ↑
Guarantee Savings Premiums	1.704	5,5	1.567	5,4	137	8,7 ↑	1.567	5,4	1.476	5,3	91	6,2 ↑
Others	4.041	13,1	3.634	12,5	407	11,2 ↑	3.634	12,5	3.208	11,5	426	13,3 ↓
Total	30.857	100,0	29.111	100,0	1.746	6,0 ↑	29.111	100,0	27.777	100,0	1.334	4,8 ↑

*) Restatement

Jumlah Beban Operasional Lainnya
(Rp miliar)



In 2025, other operating expenses increased by 6.0%, or IDR1.7 trillion, to IDR30.9 trillion, from IDR29.1 trillion in 2024. The increase was incurred to support BNI's business expansion throughout 2025. The rise in other operating expenses was primarily driven by other expenses, which grew 11.2% year on year, reflecting BNI's increased investment in digital banking services through the launch of wondr by BNI and BNIdirect. These initiatives were aimed at enhancing customer transaction volumes and are expected to serve as catalysts for future business growth.

Allowance for Impairment Losses

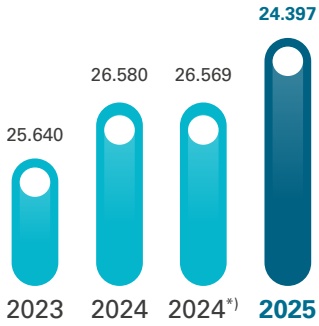
In 2025, the provision for impairment losses increased by IDR1,514 billion, or 18.4%, to IDR9.7 trillion, from IDR8.2 trillion in 2024. The higher provision was in line with the continued improvement in asset quality and the impact of accelerated business growth in low-risk segments.

Profit Before Income Tax

In 2025, PT Bank Negara Indonesia (Persero) Tbk recorded profit before income tax of IDR24.4 trillion, representing a decline of 8.2% compared with IDR26.6 trillion in 2024.

Laba Sebelum Beban Pajak

(Rp miliar)



Income Tax Expense

In 2025, BNI recorded income tax expense of IDR4.3 trillion, a decrease of 13.6% compared with IDR4.9 trillion in 2024. The decline in income tax expense was primarily attributable to a reduction in profit before income tax of IDR2,172 billion, from IDR26.6 trillion in 2024 to IDR24.4 trillion in 2025.

Other Comprehensive Income, Net of Income Tax

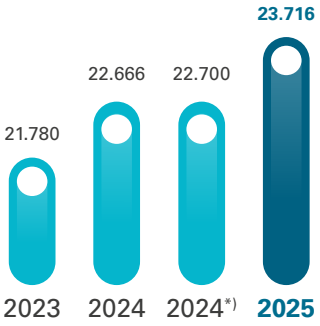
In 2025, BNI recorded other comprehensive income of IDR3,605 billion, compared with IDR1,031 billion in 2024. This performance was mainly driven by gains from changes in the fair value of financial assets measured at fair value through other comprehensive income (FVOCI) amounting to IDR5,084 billion.

Total Comprehensive Profit for the Current Period

Total profit and comprehensive income attributable to BNI amounted to IDR23.7 trillion, representing an increase of IDR1,016 billion, or 4.5%, compared with IDR22.7 trillion in 2024.

Jumlah Laba Komprehensif Periode Berjalan

(Rp miliar)



Earnings per Share Attributed to Owners of the Parent Entity

Basic earnings per share for the year are calculated by dividing profit for the year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the respective year.

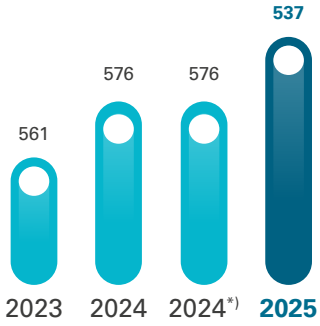
Regarding	2025 (IDR-billion)	2024*) (IDR-billion)	Increase (Decrease) 2024-2025		2024 (IDR-billion)	2023**) (%)	Increase (Decrease) 2023-2024	
			Total (IDR-billion)	Percentage (%)			Nominal (IDR-billion)	Percentage (%)
Profit for the current year attributable to Equity Holder of the Parent Entity (IDR billion)	20.111	21.464	(1.353)	(6,3) ↓	21.464	20.909	555	2,7 ↑
Weighted average number of ordinary shares outstanding (million shares)	37.297	37.290	7	0,0 ↑	37.290	37.257	33	0,1 ↑
Basic earnings per share attributable to Equity Holder of the Parent Entity (full amount)**)	537	576	(39)	(6,8) ↓	576	561	15	2,7 ↑

*) Restatement

In 2023, BNI undertook a corporate action in the form of a stock split with a 1:2 ratio, which became effective on October 6, 2023. The stock split did not result in any change in shareholders' ownership value, as the number of shares outstanding doubled while the share price adjusted to 50% of its previous level.

In 2025, earnings per share attributable to owners of the parent amounted to IDR537, declining from IDR576 in 2024, or a decrease of 6.8%.

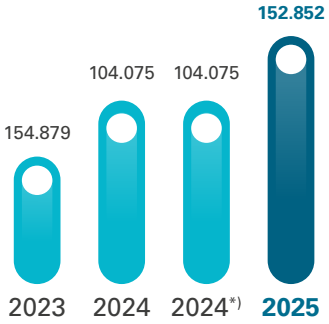
Laba per Saham Dasar
(Rp miliar)



CONSOLIDATED STATEMENT OF CASH FLOWS

In 2025, BNI recorded an increase in net cash flows of IDR48.9 trillion, representing a 196.3% improvement compared with the net cash outflow of IDR50.8 trillion in 2024. The movement in net cash flows was influenced by financing activities, particularly dividend payments on profit for the 2024 financial year, as well as investment activities related to the purchase of securities and Government Bonds during 2025. Net cash flows from operating, investing, and financing activities in 2025 amounted to IDR103.1 trillion, IDR26.6 trillion, and IDR27.6 trillion, respectively.

Kas dan Setara Kas di Akhir Tahun
(Rp miliar)



Consolidated Statement of Cash Flows

Regarding	2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease) 2024-2025		2023 (IDR-billion)	Increase (Decrease) 2023-2024	
			Nominal (IDR-billion)	Percentage (%)		Nominal (IDR-billion)	Percentage (%)
Net cash provided by operating activities	103.103	(63.218)	166.321	(263,1) ↑	10.393	(73.611)	(708,3) ↓
Net cash used for investment activities	(26.638)	(5.270)	(21.368)	405,5 ↑	(10.771)	5.501	(51,1) ↓
Net cash from/ (used for) financing activities	(27.556)	17.718	(45.274)	(255,5) ↓	(8.493)	26.211	(308,6) ↓
Net increase in cash and cash equivalents	48.909	(50.770)	99.679	(196,3) ↑	(8.871)	(41.899)	472,3 ↑
Exchange rate impact	(132)	(34)	(98)	288,2 ↑	(150)	116	(77,3) ↑
Cash and cash equivalents at the beginning of the year	104.075	154.879	(50.804)	(32,8) ↓	163.900	(9.021)	(5,5) ↓
Cash and cash equivalents at the end of the year	152.852	104.075	48.777	46,9 ↓	154.879	(50.804)	(32,8) ↓

Cash Flows from Operating Activities

In 2025, BNI recorded net cash inflows from operating activities of IDR103.1 trillion, compared with net cash outflows of IDR63.2 trillion in 2024. Operating cash flows in 2025 were primarily driven by customer deposits amounting to IDR235.3 trillion, compared with (IDR5.2) trillion in 2024. From the asset side, the increase in operating cash flows was also influenced by movements in securities and Government Bonds measured at fair value through profit or loss, which amounted to IDR12.4 trillion in 2025, compared with IDR14.0 trillion in 2024.

Cash Flows from Investment Activities

In 2025, BNI recorded net cash outflows from investing activities amounting to IDR26.6 trillion, primarily driven by the net purchase of Government Bonds measured at fair value through other comprehensive income (FVOCI) and at amortized cost, totaling IDR170.0 trillion, as well as the net purchase of securities of IDR98.1 trillion and capital expenditures for property and equipment amounting to IDR2.9 trillion.

Cash Flow from Financing Activities

In 2025, net cash used in financing activities amounted to IDR27.6 trillion. The financing cash flows were primarily dominated by repayments of borrowings totaling IDR32.6 trillion and repayments of securities sold under repurchase agreements amounting to IDR32.6 trillion. In addition, there was a net increase in securities sold under repurchase agreements of IDR13.6 trillion and net repayments of debt securities issued amounting to IDR4.0 trillion. These outflows were partially offset by dividend payments totaling IDR14.0 trillion.

Cash and Cash Equivalents at the End of the Period

In 2025, BNI recorded cash and cash equivalents at year-end of IDR152.9 trillion, representing an increase of IDR48.9 trillion. The increase was primarily driven by operating cash inflows, particularly from loans received and higher customer deposits on the operating liabilities side.

STATEMENTS OF CHANGES IN EQUITY

PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2025 DAN 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid-up capital*	Tambahan modal disetor/ *Additional paid-in capital*	Transaksi dengan kepentingan nonpengendali/ *Transactions with non-controlling interest*	Keuntungan yang belum direalisasi atas efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain setelah pajak/ *Unrealised gain on marketable securities and Government Bonds at fair value through other comprehensive income - net of tax*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Exchange difference on translation of foreign currency financial statements*	Cadangan revaluasi aset/ *Asset revaluation reserve*	Saldo laba/*Retained earnings*		Cadangan pembayaran berbasis saham/ *Share-based payment reserve*	Total ekuitas pemilik entitas induk/*Total equity owners of parent*	Kepentingan nonpengendali/ *Non-controlling interest*	Total ekuitas/ *Total equity*	
								Dicadangkan/ *Appropriated*						
								Cadangan umum dan wajib/ *General and legal reserves*	Tidak dicadangkan/ *Unappropriated*[*]					
Saldo pada tanggal 31 Desember 2024 [**]		**9,054,807**	**17,010,254**	**2,256,999**	**(1,431,633)**	**(96,998)**	**16,711,395**	**2,778,412**	**115,465,415**	**322,589**	**162,071,240**	**4,476,767**	**166,548,007**	***Balance as of 31 December 2024*** [**]
Laba tahun berjalan		-	-	-	-	-	-	-	19,562,342	-	19,562,342	70,337	19,632,679	*Profit for the year*
Laba komprehensif lainnya untuk tahun berjalan	8,13	-	-	-	4,048,670	(27,347)	-	-	-	-	4,021,323	62,120	4,083,443	*Other comprehensive income for the year*
Pembagian dividen	35	-	-	-	-	-	-	-	(13,951,339)	-	(13,951,339)		(13,951,339)	*Distribution of dividends*
Saham treasuri		-	-	-	-	-	-	-	-	-	-	-	-	*Treasury shares*
Penambahan cadangan pembayaran berbasis saham	44	-	-	-	-	-	-	-	-	26,578	26,578	-	26,578	*Additional of share-based payment reserve*
Saldo pada tanggal 31 Desember 2025		**9,054,807**	**17,010,254**	**2,256,999**	**2,617,037**	**(124,345)**	**16,711,395**	**2,778,412**	**121,076,418**	**349,167**	**171,730,144**	**4,609,224**	**176,339,368**	***Balance as of 31 December 2025***

*) Termasuk di dalam saldo laba tidak dicadangkan adalah pengukuran kembali liabilitas imbalan kerja.
**) Disajikan kembali (lihat Catatan 60).

*) *Included in unappropriated retained earnings is the remeasurement of post employment benefit.*
**) *Restated (see Note 60)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

ABILITY TO OPERATE AS WELL AS ABILITY TO GENERATE PROFITS AND PERFORM EFFICIENCIES

Description	2025 (%)	2024 (%)	2023 (%)	Difference 2024-2025 (%)	Difference 2023-2024 (%)
Asset Quality					
Non Performing Loan (NPL)	1,9	2,0	2,1	(0,1)	(0,1)
NPL Coverage Ratio	205.5	255,8	319,0	(50,3)	(63,2)
Profitability					
Return on Assets (ROA)	2,1	2,5	2,6	(0,4)	(0,1)
Return on Equity (ROE)	14,0	15,8	16,8	(1,8)	(1,0)
Return on Equity (ROE) - Equity Based	12,7	14,2	15,2	(1,5)	(1,0)
Net Interest Margin (NIM)	3,8	4,2	4,6	(0,4)	(0,4)
Efficiency					
Operating Expenses to Operating Income (BOPO)	72,9	70,0	68,4	2,9	1,8
Cost to Income (CIR)	46,5	44,6	42,9	1,9	1,7
Liquidity					
Loan to Deposit Ratio (LDR)	86,4	96,1	85,8	(9,7)	10,3
Macroprudential Intermediation Ratio (RIM)	84,0	93,3	89,0	(9,3)	4,3

Asset Quality Ratio

1. **Non Performing Loan (NPL) Ratio**
   As of December 31, 2025, BNI's Gross NPL ratio declined from 2.0% in the previous year to 1.9%, while the Net NPL ratio remained stable at 0.7%. This achievement reflects BNI's prudent management of earning assets amid loan expansion, including a selective approach to credit allocation focused on top-tier debtors and their value-chain businesses. In addition, the effective management of distressed borrowers through remedial and restructuring schemes to support improvements in debtors' financial and business conditions has been a key factor in maintaining BNI's NPL at a healthy level.
2. **NPL Coverage Ratio**
   As of December 31, 2025, BNI's NPL Coverage Ratio remained strong at 205.5%, in line with the ongoing improvement in asset quality as reflected in the decline in the NPL ratio. The combination of a lower NPL ratio and a well-maintained NPL coverage ratio demonstrates BNI's continued commitment to pursuing healthy and prudent business growth.

Profitability Ratio

1. **Return on Asset (ROA)**
   BNI's Return on Assets (ROA) as of December 31, 2025 stood at 2.1%, in line with BNI's profit achievement in 2025 amounting to IDR20.0 trillion.
2. **Return on Equity (ROE)**
   BNI's Equity-Based Return on Equity (ROE) was recorded at 12.7%, in line with BNI's profit achievement in 2025 amounting to IDR20..0 trillion.
3. **Net Interest Margin (NIM)**
   BNI's Net Interest Margin (NIM) declined from 4.2% in 2024 to 3.8% in 2025. This decrease was primarily influenced by a significant increase in interest expenses, which outpaced the growth in interest income.

Efficiency Ratio

1. **Operating Expense to Operating Income Ratio**
   BNI's BOPO ratio (Operating Expenses to Operating Income) increased to 72.9% in 2025 from 70.0% in 2024. This was in line with higher interest expenses resulting from liquidity pressures in the market, which in turn affected the decline in the Net Interest Margin (NIM).
2. **Cost to Income Ratio (CIR)**
   The Cost to Income Ratio (CIR) is one of the indicators used to measure the efficiency of operating expenses incurred to generate optimal income. BNI's CIR increased by 1.9 percentage points, from 44.6% in 2024 to 46.5% in 2025, reflecting higher operating expenses during 2025, particularly digitalization costs, as the Bank continues to allocate more resources to enhancing its digital service capabilities.

Liquidity Ratio

1. **Loans to Deposit Ratio (LDR)**
   The Loan to Deposit Ratio (LDR) reflects the proportion of loans disbursed relative to deposits mobilized by BNI. In 2025, BNI's LDR was recorded at 86.4%, representing a 9.7% decline compared with 96.1% in 2024.
2. **Macroprudential Intermediation Ratio (RIM)**
   In 2025, BNI's Macroprudential Intermediation Ratio (RIM) increased to 84,0%, compared with 93.3% in 2024. The RIM level remained within the regulatory threshold of 84%–94%, indicating BNI's continued compliance with macroprudential intermediation requirements

Compliance Ratio

Account	2025 (%)	2024 (%)	2023 (%)	Difference 2024-2025 (%)	Difference 2023-2024 (%)
Minimum Statutory Reserve (MSR)					
MSR (Rupiah)	7,8	6,5	9,5	1,1	(3,0)
MSR (Foreign Currencies)	4,0	4,0	4,0	-	-
Net Open Position	1,1	0,9	1,7	0,2	(0,8)
BMPK Violation Percentage	Nil	Nil	Nil	-	-
BMPK Exceedance Percentage	Nil	Nil	Nil	-	-

1. **Statutory Reserve Requirement (GWM)**
   BNI has consistently maintained an optimal level of liquidity adequacy to support daily operations and comply with Bank Indonesia regulations through the Statutory Reserve Requirement (GWM). In 2025, BNI's Rupiah GWM stood at 6.4%, while foreign currency GWM was 4.0%. Compared with 2024, the change was mainly attributable to the Rupiah GWM, which had been recorded at 6.5% in the prior year. BNI's GWM position was in full compliance with Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated March 1, 2022 on Statutory Reserve Requirements for Conventional Commercial Banks in Rupiah and Foreign Currencies, as well as Members of the Board of Governors Regulation (PADG) No. 2 of 2023 dated April 1, 2023. The decline in the Rupiah GWM was due to BNI receiving GWM incentive relief in accordance with Bank Indonesia's Macroprudential Liquidity Policy (KLM)

2. **Net Open Position**
   BNI's Net Open Position (NOP) for the period ended December 31, 2025 was recorded at 1.1%, higher than 0.9% in the corresponding period of the previous year. This level remains well below the maximum threshold stipulated by Bank Indonesia under PBI No. 5/13/PBI/2003 on Commercial Banks' Net Open Position, as last amended by PBI No. 17/5/PBI/2015, which sets a maximum limit of 20% of capital.

3. **Fulfillment of Compliance with the Legal Lending Limit (LLL)**
   Throughout 2025, there were no violations or breaches of the Legal Lending Limit (LLL). BNI maintained adequate policies and conducted continuous monitoring by overseeing the Legal Lending Limit (LLL) and house limits for large borrowers to ensure ongoing compliance.

Commitments and Contingencies

BNI's commitments and contingencies with details stated in the contract value as follows:

Account	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (IDR-billion)	Persentase (%)	Nominal (IDR-billion)	Persentase (%)
Commitment Receivables							
Unsettled Purchase of Foreign Currency Futures	248.308	211.120	95.743	37.188	17,6	115.377	120,5
Others	156	87	83	69	79,3	4	5,3
Total	**248.464**	**211.207**	**95.826**	**37.257**	**17,6**	**115.381**	**120,4**
Commitment Payables							
Unused Customer Loan Facilities	93.616	57.553	55.883	36.063	62,7	1.670	3,0
Outstanding Irrevocable Letters of Credi	11.087	9.953	16.854	1.134	11,4	(6,901)	(40,9)
Sales of Foreign Currency Futures Unresolved	247.565	210.838	95.576	36.727	17,4	115.262	120,6
Other	156	87	84	69	79,3	3	3,6
Total	**352.424**	**278.431**	**168.397**	**73.993**	**26,6**	**110.034**	**65,3**
Contingent Receivables							
Bank Guarantees Received	46.210	27.162	23.426	19.048	70,1	3.736	15,9
Interest Receivable on Non Performing Assets	11.063	11.790	12.030	(727)	(6,2)	(240)	(2,0)
Others	634	533	459	100	18,9	74	16,1
Total	**57.907**	**39,485**	**35.915**	**18.421**	**46,7**	**3.570**	**9,9**
Contingent Payables							
Guarantees Issued in the form of Performance Bonds	49.233	29.531	29.116	19.702	66,7	415	1,4
Advance Payment Bonds	22.845	12,002	11.951	10.843	90,3	51	0,4
Standby Letters of Credit	16.554	20.640	15.062	(4.086)	(19,8)	5.578	37,0
Other Bank Guarantees	15.230	9.717	9.465	5.513	56,7	252	2,7
Bid Bonds	2.255	1.560	1.183	695	44,6	377	31,9
Others	4.449	3.120	2.001	1.330	42,6	1.119	55,9
Total	**110.566**	**76.570**	**68.778**	**33.996**	**44,4**	**7.792**	**11,3**

Commitment and contingency transactions that occur in the Bank's normal activities that carry credit risk are explained in the following table:

	2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease) 2024-2025	
			Nominal (IDR-billion)	Percentage (%)
Bank Guarantees Issued				
Related Parties	24.327	22.790	1.537	6,7
Third Parties	82.299	50.661	31.638	62,5
Irrevocable Letters of Credit				
Related Parties	6.809	3.908	2.901	74,2
Third Parties	4.278	6.044	(1.766)	(29,2)
Unused Loan Facilities				
Related Parties	37.346	16.172	21.174	130,9
Third Parties	56.270	41.381	14.889	36
Total	211.329	140.956	70.373	49,9

Commitment and contingency transactions that have loan risks based on collectibility are explained in the following table:

Account	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Current	208.724	137.900	135.987	70.824	51,4	1.913	1,4
Special Mention	1.999	2.128	2.879	(129)	(6,1)	(751)	(26,1)
Substandard	40	42	68	(2)	(4,8)	(26)	(38,2)
Doubtful	104	54	80	50	92,6	(26)	(32,5)
Loss	462	832	501	(370)	(44,5)	331	66,1
Total	211.329	140.956	139.515	70.373	49,9	1.441	1,0

Commitment receivables in 2025 increased by 17.6%, or IDR37.3 trillion, dominated by outstanding Foreign Currency Forward Purchases. Total commitment liabilities in 2025 increased by IDR74.0 trillion, or 26.6%, from the 2024's figure, largely driven by an increase in outstanding Foreign Currency Forward Sales. Contingency receivables in 2025 increased by 46.7% from its 2024's figure, dominated by a 70.1% increase in Bank Guarantees received. Contingency liabilities increased by 46.1% in 2025 compared to its 2024's figure, driven by a 66.7% increase in Guarantees issued in the form of Performance Bonds. Overall, the fluctuations in commitment and contingency accounts remained in line with credit growth, as borrowers optimized more of BNI's diverse product and service that offer a range of competitive features.

Spot Transactions, Derivatives, and Hedging Facilities

PT Bank Negara Indonesia (Persero) Tbk actively engages in derivative financial instrument transactions, both for managing the Bank's financial positions and to meet customers' transactional needs.Through the implementation of structured and measured strategies, BNI utilizes various derivative instruments such as spot, forward, currency swaps, interest rate swaps, cross-currency swaps, and options to manage exposure to market risks, particularly foreign exchange risk and interest rate risk. The use of these derivative instruments serves not only as a hedging tool but also as an integral part of BNI's proactive risk management strategy to maintain financial stability and sustainably support the business activities of both the Bank and its customers.

All derivative instruments are recognized in the consolidated statement of financial position at fair value in accordance with applicable accounting standards. Derivative assets are recorded when the fair value of a contract is positive, while derivative liabilities are recorded when the fair value of a contract is negative.

Changes in fair value are recognized directly in the consolidated statement of profit or loss, thereby reflecting the real-time impact of market movements. Fair value measurement is based on discounted cash flow models, financial pricing models, or quoted prices provided by brokers for similar instruments with comparable market characteristics.

BNI possesses the expertise and experience to execute derivative instruments using strategies that strike a balance between the Bank's internal requirements and customer needs. A strong focus on compliance, efficiency, and accuracy enables BNI to deliver significant added value to investors.

Through these initiatives, BNI not only safeguards its financial stability but also provides innovative risk management solutions for customers. This combination creates a competitive advantage that supports BNI's vision of being a trusted financial partner at both the national and global levels.

With a firm commitment to upholding the principles of good corporate governance (GCG), BNI continues to innovate in delivering optimal value to shareholders and all stakeholder.

Derivative Receivables and Payables by Type and Currency

Instruments	2025			2024		
	Notional Amount In Foreign Currency (Full Amount)	Fair Value		Notional Amount In Foreign Currency (Full Amount)	Fair Value	
		Derivative Receivables (IDR-Million)	Derivatif Payables (IDR-Million)		Derivative Receivables (IDR-Million)	Derivative Payables (IDR-Million)
Exchange Rate Related						
Forward contract - buy						
JPY	800.000.000	-	(832)	-	-	-
CNY	83.714.862	3410	(105)	490.150.593	5.156	(4.938)
USD	394.951.526	9918	(29.501)	619.063.138	145.043	(16.782)
AUD	-	-	-	1.000.000	-	(727)
Forward contract - sell						
EUR	1.000.000	92	-	-	-	-
USD	1.034.156.201	40.067	(4.284)	709.039.849	35.034	(114.357)

Instruments	2025			2024		
	Notional Amount In Foreign Currency (Full Amount)	Fair Value		Notional Amount In Foreign Currency (Full Amount)	Fair Value	
		Derivative Receivables (IDR-Million)	Derivatif Payables (IDR-Million)		Derivative Receivables (IDR-Million)	Derivative Payables (IDR-Million)
Foreign currency swaps - buy						
EUR	22.500.000	738	(1.350)	7.000.000	-	(1.565)
GBP	-			2.500.000	-	(828)
JPY	44.081.288.940	56	(92.108)	35.963.593.684	5.170	(74.125)
SGD	-			43.000.000	-	(1.599)
USD	1.919.556.688	127.587	(79.099)	1.720.986.416	423.786	(55.650)
Foreign currency swaps - sell						
AUD	15.000.000	757	-	200.000	68	-
EUR	80.945.142	1.076	(13.640)	118.766.365	43.757	(1.458)
GBP	24.000.000	1.303	(2.368)	20.500.000	5.724	(401)
NZD	-	-	-	7.000.000	117	-
SGD	9.465.462	-	(2.711)	57.890.550	1.953	(6.592)
USD	1.293.220.034	40.458	(53.289)	1.454.456.761	41.171	(256.972)
Foreign currency spots -buy						
AUD	1.250.000	2	(45)	461.560	3	(5)
EUR	16.500.000	3	(446)	6.550.000	16	(117)
GBP	12.000.000	-	(1.086)	2.100.000	-	(47)
USD	309.900.000	398	(18.475)	233.043.126	218	(13.280)
Foreign currency spots- sell						
AUD	-	-	-	8.000.000	41	(160)
CNY	-	-	-	90.000.000	1.484	-
EUR	23.000.000	100	(44)	1.402.632	5	(7)
GBP	2.000.000	75	(48)	97.000	1	-
USD	404.907.010	20.152	(1.148)	361.110.000	12.705	(394)
OTC Option - buy						
USD	2.930.000.000	4.576.248	-	2.490.000.000	362.558	(73.145)
OTC Option - sell						
USD	2.930.000.000	-	(4.636.529)	2.490.000.000	106.802	(362.141)
Exchange and Interest Rate Related						
Interest rate swap						
USD	372.310.055	99.752	(90.245)	530.138.055	167.815	(139.124)
Cross currency swaps and interest rate						
USD	645.845.780	455.684	(348.614)	758.826.078	340.969	(243.174)
Overnight Index Swap						
IDR	100.000.000.000	52	(39)	-	-	-
USD	105.840.203	5.901	(3.529)	-	-	-
Risk Free Rate						
IDR	1.000.000.000.000	15.576	(5.960)	1.000.000.000.000	22.306	(16.153)
USD	369.791.977	22.944	(13.404)	672.791.977	71.076	(95.444)
Jumlah		5.422.349	(5.398.899)		1.792.978	(1.479.185)

Derivative Receivables and Payables by Relationships

	2025 (IDR-billion)	2024 (IDR-billion)	Increase (Decrease) 2024-2025	
			Nominal (IDR-billion)	Percentage (%)
Derivative Receivables				
Related Parties				
Foreign Currencies	768.083	341.832	426.251	124,7
Third Parties				
Rupiah	15.628	22.306	(6.678)	(30,0)
Foreign Currency	4.638.266	1.428.840	3.209.426	224,6
Total	5.421.977	1.792.978	3.628.999	202,4
Derivative Payables				
Related Parties				
Rupiah	(2)	-	-	100,0
Foreign Currencies	(977.117)	(154.840)	822.277	531,0
Third Parties				
Rupiah	(5.997)	(16.153)	(10.156)	(62,9)
Foreign Currency	(4.415.783)	(1.308.192)	3.107.591	237,5
Total	(5.398.899)	(1.479.185)	3.919.714	265,0

All derivative receivables as of December 31, 2025 and 2024 are classified as current based on the Bank's management review and evaluation.

Pledged Bank Assets

There were no pledged assets at BNI in the period ending December 31, 2025.

Prime Lending Rate (SBDK)

Based on OJK Regulation No. 37/POJK.03/2019, as updated through OJK Regulation No. 13 of 2024 dated July 30, 2024, concerning theTransparency and Publication of the Prime Lending Rate (Suku Bunga Dasar Kredit/SBDK) for Conventional Commercial Banks (BUK), Conventional Commercial Banks are required to prepare, publish, and submit the SBDK.

The implementation of the SBDK at BNI is intended to provide transparency and clarity to customers, enabling them to more easily assess the benefits, costs, and risks of the credit facilities offered. The application of the SBDK also plays an important role in fostering a healthy competitive environment within the banking industry, among others by promoting stronger market discipline.

In addition to serving as a transparency instrument, the SBDK is also used as a reference in determining the level of lending interest rates to be charged to customers. Accordingly, BNI consistently updates and adjusts the SBDK in line with developments in the benchmark interest rate set by Bank Indonesia. This approach is undertaken to ensure that lending rate policies remain competitive and balanced, while continuing to uphold the prudential principles of credit risk management.

In general, the SBDK is calculated based on three components: the Cost of Funds for Lending (Harga Pokok Dana untuk Kredit/HPDK) arising from customer fund mobilization activities; operating expenses incurred in fund mobilization and credit disbursement activities; and the profit margin component determined by the Company in its lending activities. The SBDK calculation does not yet take into account the borrower's risk premium, the magnitude of which depends on the assessment of each borrower's risk profile. As such, the lending interest rate charged to a borrower may not necessarily be the same as the SBDK.

BNI is required to report its SBDK calculation to OJK and disclose it to the public. With the enactment of OJK Regulation No. 13 of 2025, several changes were introduced to the preparation of the SBDK as of September 2025, including changes in the methodology/reference used in determining the SBDK and the expansion of credit segmentation from the previous five segments to seven segments.

Information on BNI's SBDK for 2025 is as follows:

(Effective % per annum)

Month	Prime Lending Rate						
	Based on Type of Credit						
	Non MSME Credit		MSME Credit			KPR/KPA	Non KPR/ Non KPA
	Corporate	Retail	Medium*	Small*	Micro		
January 2025	8,67%	8,82%	9,86%	11,12%	12,04%	9,26%	10,57%
February 2025	8,41%	8,56%	9,54%	10,81%	11,63%	8,96%	10,17%
March 2025	8,55%	8,76%	9,76%	10,95%	11,72%	9,08%	10,31%
April 2025	8,53%	8,81%	9,82%	10,95%	11,82%	9,10%	10,34%
May 2025	8,60%	8,90%	9,92%	11,06%	11,91%	9,14%	10,37%
June 2025	8,52%	8,75%	9,80%	11,05%	11,79%	9,09%	10,33%
July 2025	8,57%	8,77%	9,87%	11,15%	11,77%	9,14%	10,39%
August 2025	8,57%	8,86%	9,87%	11,17%	11,86%	9,20%	10,44%
September 2025	8,46%	8,70%	9,69%	10,53%	11,71%	9,05%	10,30%
October 2025	8,35%	8,59%	9,61%	10,42%	11,60%	9,00%	10,24%
November 2025	8,35%	8,59%	9,61%	10,42%	11,60%	9,00%	10,24%
December 2025	8,14%	8,39%	9,46%	10,29%	11,58%	8,88%	10,16%

IMPACT OF CHANGES IN INTEREST RATES ON BNI PERFORMANCE

Throughout 2025, Bank Indonesia reduced its benchmark interest rate a total of five times from the beginning of the year. The policy rate at the start of the year stood at 6.00% and was first lowered in January 2025 by 25 bps to 5.75%, followed by subsequent reductions in May, July, and August, and most recently in September 2025 by a further 25 bps to 4.75%. Subsequently, at the Board of Governors' Meeting (RDG) held on December 16–17, 2025, Bank Indonesia decided to maintain the BI-Rate at 4.75%, the Deposit Facility rate at 3.75%, and the Lending Facility rate at 5.50%. The decision to keep the BI-Rate at 4.75% remained consistent with the pro-stability monetary policy stance, aimed at strengthening rupiah exchange rate stabilization as well as adopting pre-emptive and forward-looking measures to ensure inflation remains under control within the 2.5 ± 1% target range for 2025.

Movements in the benchmark interest rate did not directly affect the Prime Lending Rate (SBDK). This is reflected in the variations in changes to BNI's SBDK across the Corporate, Retail, Medium, Small, Micro, Mortgage/Home Ownership Loan (KPR/KPA), and Non-KPR/Non-KPA segments from January to November 2025. This condition is attributable to the presence of other SBDK components, particularly Overhead Costs (OHC), which are not influenced by movements in market interest rates.

FEE BASED INCOME ACCELERATION GROWTH

Account	2025		2024		2023		Kenaikan (Penurunan) 2024-2025		Kenaikan (Penurunan) 2023-2024	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Percentage (%)	Total (IDR-billion)	Percentage (%)
Recurring Fee	17.682	95,8	16.010	96,3	14.438	97,7	1.673	10,4	1.572	10,9
Non Recurring Fee	779	4,2	614	3,7	344	2,3	164	26,7	270	78,6
Total	18.461	100,0	16.624	100,0	14.782	100,0	1.837	11,1	1.842	12,5

In 2025, fee-based income reached IDR18.5 trillion on a consolidated basis, representing an 11.1% increase from IDR16.6 trillion the previous year. The largest increase was in recurring fees, which grew 10.4% year-on-year, primarily driven by ATM and e-channel fees, influenced by the implementation of the National Payment System (BI Fast), and Cash Management (API, Cash Pooling) fees, which grew 15.2% year-on-year as a positive impact of improved digital banking services following the launch of wondr by BNI and BNIdirect.



Ability to Pay Debt

BNI maintains a good level of liquidity and solvency.This is demonstrated by BNI's ability to fulfill all maturing obligations on time, both in terms of debt principal payments and interest payments.The sustained liquidity condition demonstrates BNI's effective asset and liability management, and how the Company is ready to face financial market dynamics and both short-term and medium-term funding needs.

Furthermore, a strong solvency level reflects a healthy capital structure and prudent risk management, enabling BNI to maintain the trust of investors, depositors, and all stakeholders. It is a performance that further strengthens BNI's financial foundation to support sustainable business expansion and face potential liquidity pressures amidst dynamic global and domestic market conditions.

1. **Bank Liquidity: Ability to Pay Short-Term Debt**
   BNI's ability to fulfill short-term obligations is carried out with good liquidity management. In order to improve short-term liquidity resilience, BNI always maintains adequate liquidity by managing several indicators including Primary Reserve (Statutory Reserves and Cash), Secondary Reserve (liquidity reserves), and Liquidity Coverage Ratio (LCR) in accordance with regulatory requirements.

   LCR is a comparison ratio between High Quality Liquid Assets (HQLA) and estimated total net cash outflow for the next 30 days in a crisis scenario. In December 2025, BNI's LCR reached 176.49% (bank only) and 171.93% (consolidated), above the regulator's provisions which stipulate that LCR fulfillment is at least 100%..

   To manage liquidity over a longer period (1 year), BNI maintains the Net Stable Funding Ratio (NSFR) by increasing the Bank's funding stability, adjusted to the composition of assets and administrative accounts. NSFR is a ratio comparing the Available Stable Funding with the Required Stable Funding. As of December 2025, BNI's NSFR was 141.87% (bank only) and 142.49% (consolidated), above the regulatory provisions which stipulate NSFR compliance at a minimum of 100%.

Description	2025 (%)	2024 (%)	2023 (%)	Difference 2024-2025 (%)		Difference 2023-2024 (%)	
Liquidity Coverage Ratio (LCR)							
Bank Only	171,93	147,95	191,5	23,98	↑	(43,55)	↑
Consolidation	176,49	150,67	197,2	25,82	↑	(46,53)	↑
Net Stable Funding Ratio (NFSR)							
Bank Only	141,87	132,48	145,3	9,39	↑	(12,82)	↑
Consolidation	142,49	133,08	146,4	9,41	↑	(13,32)	↑

2. Bank Solvency: Ability to Pay Long-Term Debt

Bank capital is the most important component in measuring the ability to pay long-term debt (solvency ratio). Therefore, BNI always ensures that its capital is able to meet the Capital Adequacy Ratio (CAR) requirements.

Description	2025 (%)	2024 (%)	2023 (%)	Difference 2024-2025 (%)	Difference 2023-2024 (%)
Capital Adequacy Ratio (CAR)-Tier I	19,4	20,0	20,3	(0,6) ↓	(0,3) ↓
Capital Adequacy Ratio (CAR)-Tier II	1,2	1,4	1,7	(0,2) ↓	(0,3) ↓
Capital Adequacy Ratio (CAR) (Loan, Market and Operational Risk)	20,7	21,4	22,0	(0,7) ↓	(0,6) ↓

BNI's Capital Adequacy Ratio (CAR) represents the ratio of capital to Risk-Weighted Assets (RWA). In 2025, BNI's CAR stood at 20,7%, reflecting a decline of 3,3% from 21.4% in 2024. However, this figure still indicates that BNI's capital structure remains robust and capable of absorbing credit risk, market risk, and operational risk. Moreover, the ratio remains well above the minimum capital adequacy requirements set by regulators.



Company Receivables Collectibility Level/Loan Collectibility Level

ASSET QUALITY

Description	2025 (%)	2024 (%)	2023 (%)	Difference 2024-2025 (%)	Difference 2023-2024 (%)
Non-Performing Loan (NPL) Neto	0,7	0,7	0,6	(0,0)	0,1 ↑
Non-Performing Loan (NPL) Gross	1,9	2,0	2,1	(0,1) ↓	(0,1) ↓
Adequacy ratio of provision for losses to non- performing loans/Coverage Ratio	205,5	255,8	319,0	(50,3) ↓	(63,2) ↓

As of December 2025, BNI's Gross NPL ratio stood at 1.9%, remaining stable and improving by 0.1% compared with the previous year. This performance reflects ongoing improvements in credit quality achieved through selective expansion into priority sectors with lower risk profiles, the strengthening of credit underwriting processes, and enhanced credit monitoring. In line with the lower NPL level, the Bank also maintained adequate credit risk provisioning, as reflected in the NPL Coverage Ratio, which remained strong at 206.4% in this year.

LOAN RESTRUCTURING

As of December 31, 2025, total restructured loans amounted to IDR38.5 trillion, representing a decrease of IDR353 billion, or 0.9%, compared with the previous year's IDR38.8 trillion.

Restructured Loans Based on Restructuring Categories

Category	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Decrease in Loan Interest Rates	25.159	25.710	23.729	(551)	(2,1) ↑	1.981	8,3 ↑
Extension of Loan Period	26.400	24.754	25.940	1.646	6,6 ↓	(1.186)	(4,6) ↓
Other Restructuring Scheme	10.444	16.294	26.122	(5.850)	(35,9) ↓	(9.828)	(37,6) ↓
Total	**62.003**	**66.758**	**75.791**	**(4.755)**	**(7,1)** ↓	**(9.033)**	**(11,9)** ↓
Allowance for Impairment Losses	(23.529)	(27.930)	(33.615)	4.301	15,4 ↓	5.685	(16,9) ↓
Total - Net	**38.374**	**38.828**	**42.176**	**(454)**	**(1,2)** ↓	**(3.348)**	**(7,9)** ↓

Restructured Loans per Collectibility

Description	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Current	35.344	34.478	40.863	866	2.5 ↑	(6.385)	(15,6) ↓
Special Mention	18.348	25.255	29.500	(6.907)	(27.3) ↓	(4.245)	(14,4) ↓
Substandard	1.457	2.954	2.388	(1.497)	(50.7) ↓	566	23,7 ↑
Doubtful	617	667	678	(50)	(7.5) ↓	(11)	(1,6) ↓
Loss	6.238	3.404	2.362	2.834	83.3 ↑	1.042	44,1 ↑
Total	**62.004**	**66.758**	**75.791**	**(4.754)**	**(7.1)** ↓	**(9.033)**	**(11,9)** ↓

Restructured Loans per Type of Business Sector

Description	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Business Services	6.957	6.942	9.129	15	0,2 ↑	(2.187)	(24,0) ↓
Social Services	242	823	995	(581)	(70,6) ↓	(172)	(17,3) ↓
Construction	12.149	13.093	13.156	(944)	(7,2) ↓	(63)	(0,5) ↓
Others	3.513	3.546	3.765	(33)	(0,9) ↓	(219)	(5,8) ↓
Electricity, Gas and Water	2.033	788	364	1.245	158,0 ↑	424	116,5 ↑
Freight, warehousing and communications	5.161	5.279	5.258	(118)	(2,2) ↓	21	0,4 ↑
Trading, Restaurants and hotels	10.508	9.406	13.292	1.102	11,7 ↑	(3.886)	(29,2) ↓
Mining	1.780	5.771	7.743	(3.991)	(69,2) ↓	(1.972)	(25,5) ↓
Industry	18.889	19.517	19.073	(628)	(3,2) ↓	444	2,3 ↑
Agriculture	772	1.593	3.016	(821)	(51,5) ↓	(1.423)	(47,2) ↓
Total	**62.004**	**66.758**	**75.791**	**(4.754)**	**7,1** ↓	**(9.033)**	**(11,9)** ↓

The decline in loan restructuring was driven by declines in the following sectors that were hit the most by current trend, such as mining, which fell by IDR3.9 trillion (69.2%), constructions (down by IDR0.9 trillion (7.2%), agriculture (down by IDR 0.8 trillion (51.5%), and social services (down by IDR 0.6 trillion (70.6%).

Restructured Loans per Designation Type

Designation	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Working capital Loans	47.068	50.651	54.956	(3.583)	(7,1) ↓	(4.305)	(7,8) ↓
Investment Loans	11.421	12.561	17.095	(1.140)	(9,1) ↓	(4.534)	(26,5) ↓
Consumptive Loans	3.515	3.546	3.740	(31)	(0,9) ↓	(194)	(5,2) ↓
Total	**62.004**	**66.758**	**75.791**	**(4.754)**	**(7,1)** ↓	**(9.033)**	**(11,9)** ↓

The total number of restructured loans decreased significantly by IDR4.8 trillion compared to 2024, representing a 7.1% decrease.The composition of restructured loans as of December 31, 2025, was dominated by working capital loans of IDR47.1 trillion, or 76.0% of the total restructured loans.

Restructured Loans per Segment Type

Segment	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025			Increase (Decrease) 2023-2024		
				Nominal (IDR-billion)	Percentage (%)		Nominal (IDR-billion)	Percentage (%)	
Consumer	290	935	3.738	(645)	(69,0)	↓	(2.803)	(75,0)	↓
Corporate	42.808	45.692	49.319	(2.884)	(6,3)	↓	(3.627)	(7,4)	↓
Small	11.479	8.646	9.328	2.833	32,8	↑	(682)	(7,3)	↓
Middle	7.427	11.485	13.406	(4.058)	(35,3)	↓	(1.921)	(14,3)	↓
Total	**62.004**	**66.758**	**75.791**	**(4.754)**	**(7,1)**	↓	**(9.033)**	**(11,9)**	↓

The segments experiencing a decrease in restructured loans were the middle segment, which saw a decrease of IDR4.1 trillion, or 35.3% (YoY), followed by the corporate segment, which decreased by IDR 2.9 trillion, or 6.3% (YoY), and the consumer segment, which experienced a decrease of IDR0.6 trillion, or 69.0% (YoY).

Credit Risk Management

Credit risk management at BNI is a key pillar in maintaining the stability and quality of the Company's asset portfolio. This process is carried out comprehensively to anticipate and mitigate potential losses that could arise from debtors' failure to meet their credit obligations. Throughout 2025, BNI consistently implemented a selective credit distribution strategy focused on customers with healthy risk profiles. The credit disbursement process is conducted based on prudent banking principles, from the feasibility analysis stage to credit approval. Furthermore, credit quality monitoring and evaluation are carried out strictly and continuously to ensure a healthy credit portfolio and support sustainable business growth.

2025 STRATEGY AND POLICIES

BNI's credit risk management strategies and policies are implemented continuously to generate quality credit growth. BNI also continues to optimize credit risk management and enhance every stage of the credit process, starting with determining target markets based on priority sectors, developing pipeline management with pre-screening and sharpening Risk Acceptance Criteria (RAC), strengthening the underwriting process, credit monitoring, and credit remediation and recovery.

In 2025, BNI continued its New Way of Working (NWOW) initiative by strengthening credit risk management across all credit segments, assisted by SEVP Credit Risk and Senior Credit Risk Executives (SCX), as well as strengthening the risk function across all operational units.
To improve credit, BNI is enhancing its risk culture through an end-to-end credit process transformation program, including strengthening its Risk Reduction and Risk Management strategy.

In 2025, BNI established strategic policies supported by initiatives to strengthen risk management and credit process discipline. BNI's strategies and policies for strengthening risk management implemented in 2025 in the Corporate, Enterprise, and Commercial segments include the following:

1. Pipeline Management Development
   a. Increasing the Corporate, Enterprise, and Commercial segment portfolios with a focus on priority sectors.
   b. Expanding quality credit by focusing on prospective industries through a review of the Industry Risk Appetite (IRA), Risk Acceptance Criteria (RAC), Risk Appetite Statement (RAS) for Credit Risk and Loan Exposure Limit (LEL), and sharpening the guidance for expansion sector quadrants to capitalize on the business potential of each industry sector in each region.
   c. Considering Environmental, Social, and Corporate Governance (ESG) factors when conducting credit expansion.
   d. Strengthening the pipeline process for borrowers from Overseas Branch Offices (KLN) through the implementation of IRA and RAC.
   e. Strengthening credit risk analytics, particularly sensitivity analysis and commodity stress testing, to improve the quality of credit decision-making and maintain the sustainability of the financing portfolio.
   f. Optimizing transaction solutions to increase global market expansion, fee-based income, and sustainable CASA through Xpora, Supply Chain Financing/Open Account Financing, and other Trade Finance applications.
   g. Enhancing and optimizing the use of the Connect and 3D (Debtor Directory) applications to strengthen Pipeline Management and Pre-Screening.

2. Underwriting Process Development
   a. Self-assessment of ESG compliance criteria according to industry sectors to improve BNI's ESG performance.

b. Development of a Wholesale Loan Management System (LMS) for the Corporate, Enterprise, and Commercial segments that integrates the entire credit process, from pipeline management, analysis, approval, administration, and remedial and recovery, resulting in increased efficiency, productivity, and asset quality.
c. Supporting quality credit expansion by developing risk assessments based on priority sectors.
d. Strengthening the risk management function to provide input and review credit provisions and policies as part of the implementation of prudent principles.
e. Enhancement of credit risk analytics through sensitivity analysis and stress testing of credit portfolios and changes in economic conditions, review of credit risk methodologies, risk-based pricing, and enhancement of impairment models.
f. Strengthening and optimizing underwriting tools tailored to policies and business needs.
g. Implementing web-based PACE 2.0 to assist in improving the quality of account statement verification in the Commercial segment.

3. Strengthening the Monitoring Process
   a. Continuous strengthening and enhancement of the Single Integrated Monitoring Tools (SIMON) for all segments.
   b. Development of a Phase II Monitoring Checklist for the Corporate & Enterprise segment to assist managers in monitoring debtor conditions quarterly.
   c. Optimizing the use of monitoring tools such as EWS Moody's, Bloomberg, and the Monitoring Checklist as initial screening for debtor action (including overseas branch offices).
   d. Determining action plans based on monitoring results of debtor performance, including historical credit facility utilization, covenant fulfillment, timely payment of obligations, transactions, and assessment of potential lawsuits.
   e. Intensive monitoring of debtor conditions, accompanied by comprehensive evaluation and handling of debtors to determine more sustainable levels of debtor loans and more progressive handling of problem debtors, including through restructuring, strategic investor involvement, phase-out, or downsizing through collateral sales (joint efforts of business units, risk, and remedial recovery).
   f. Improving the implementation of the Credit Risk Portfolio Committee to optimize credit risk management that can impact the bank's health level by conducting credit risk assessments as a basis for determining the adequacy of reserves, discussing developments and portfolio quality, and establishing follow-up strategies for credit management.
   g. Business Banking credit portfolio management through more precise credit quality monitoring to ensure bankwide targets are achieved.

4. Improving Human Resource Capabilities and Competencies
   a. Improving HR competency and risk awareness through training/certification and equipping analysis with information from industry expertise.
   b. Improving HR capabilities in risk management through a focused and structured Risk Culture development program in accordance with AKHLAK.
   c. Improving HR capabilities and competencies, both soft and hard skills, through training, outreach related to credit systems and process automation, and certification.
   d. Improving the implementation of Credit Risk Reviews and the capabilities of HR in Overseas Branch Offices (KLN) that carry out risk functions to generate better credit quality and increase the value of trade and investment centers to strengthen BNI's position as a global bank.

5. Strengthening Remedial & Recovery
   Credit rescue and resolution efforts are being implemented prudently through the implementation of strengthening strategies based on the principles of a risk-based approach. This includes credit restructuring for NPL debtors who still have prospects and meet the three pillars, implementing collateral sales through both private sale (AJB) and auctions (fiat and non-fiat), and intensive collateral marketing efforts (including through BNI Wonder 2025/BNI Expo).

6. Expanding the implementation of ASIC in the wholesale segment for loan accounts with booking offices throughout Indonesia.

7. A Document Management System (DMS) for digital credit document management, currently being implemented in the Corporate & Enterprise segment.

8. A Collateral Management System (CMS) as an automated development of collateral database management that can assist the collateral assessment function using either the Cross-RM mechanism or Unit Collateral Valuation.

In the retail credit segment, the work plan and credit quality improvement strategies implemented during 2025 are as follows:

1. Credit expansion by prioritizing risk culture Focusing on low-risk segments
   a. BNI GRIYA for selected fixed income (State-Owned Enterprises/Regional-Owned Enterprises/BHMN Employees, Government Agencies, Educational Institutions, Members of the Indonesian National Armed Forces/ Police), Diamond Clients, Deal Teams, and Funding Customers, Emerald, and Existing Debtors. Optimizing penetration with selected developers (Top Highly Selected Developers, Highly Selected, and Top 10 Selected Local Areas).
   b. BNI FLEKSI for Selected Fixed Income (State-Owned Enterprises/Regional-Owned Enterprises/BHMN Employees, State Universities, State Civil Apparatus (CASN/ ASN), Regulators, Higher Institutions/ Government Agencies) and employees of institutions managed by the head office.
   c. CREDIT CARDS for fund customers, payroll, selected companies, and management references with a mature relationship with BNI.
   d. BNI Entrepreneurial Credit (BWU) and People's Business Credit (KUR) for lead data from the Ecosystem Value Chain, Existing to Bank (ETB), Cluster - Point of Interest (POI), and the Community.
   e. SME Business Credit Based on lead data derived from potential Supply Chain Financing (SCF) and the value chains of Diamond Clients, Xpora, BNI Customers, and Giran, key players, and the ecosystem in each region.

2. Collaboration in linkage credit distribution (both executing and channeling) to other financial institutions by establishing measurable Risk Acceptance Criteria (RAC) for flexi products, credit cards, BWU, and SME Business.

3. Conducting credit process assessments to enhance business expansion by prioritizing a prudent risk culture:
   a. BNI Griya
      1) Simplifying the credit process for selected developers (Top Highly Selected Developers, Highly Selected, and Top 10 Selected Local Areas) while maintaining the verification process.
      2) Adjusting BNI Griya processing requirements to improve credit quality at Loan Processing Centers (LNCs) or Branch Offices with BNI Griya's NPL credit quality above the threshold.
      3) Expansion in the non-fixed income secondary market segment is carried out by adhering to prudent principles and referring to applicable regulations.
   b. BNI Fleksi
      1) Expanding the market for BNI Fleksi Pensiun (BFP) distribution to Corporate Clients.
      2) Adjusting policies for BNI Fleksi Aktif based on company profiling for the private company employee segment.
      3) Periodic review of BNI Fleksi Aktif features and programs.
      4) Optimizing data leads through the BNI Fleksi Mobile Banking Digital Loan program by filtering eligible debtors in BNI's payroll database.
   c. Credit Cards
      1) Selectively providing management references for credit card applications based on historical credit quality.
      2) Increasing credit card credit limits, selected for loyal cardholders who actively use BNI banking services.
      3) Selectively granting credit cards using a pre-embossed mechanism with additional corrective action taken in the applicant's region.
      4) Collaborating with BNI subsidiaries to develop new market potential while remaining prudent.
      5) Improving and expanding telesales channels (fintech debtors, home loan debtors, flexi debtors, and Wonder by BNI users) as a credit card acquisition channel.
      6) Optimizing credit card acquisition through e-form channels with card-for-card credit assessments from selected banks.
   d. BNI Entrepreneurial Loan (BWU) and KUR
      1) Development of the BWU Pandu Mikro Digital product to increase program credit expansion to value chain and digital partners, by simplifying additional collateral requirements while still maintaining risk mitigation through transaction-based and digital ecosystem-based selection of potential customers.
      2) Improvement of the Working Capital Turnover (PMK) calculation for working capital credit facilities in the business program segment.
      3) Implementation of a selective expansion policy based on qualified leads.

4) Implementation of corrective actions, where each unit's credit performance serves as the basis for whether the unit will focus on expansion or quality improvement.

e. SME Business Loan
   1) Improvement of the risk management function in the development of special schemes to support SME Business credit growth.
   2) Improvement of the Working Capital Turnover (PMK) calculation for SME Business credit products.
   3) Improvement of SME Business credit portfolio management by establishing regional and unit categories based on credit quality indicators that serve as a reference for expansion policies in each region and unit.
   4) Developing government program credit policies through new schemes, such as the Housing Program Credit (KPP), Labor-Intensive Industry Credit (KIPK), and Agricultural Machinery Business Credit (KUA), which are implemented prudently and in accordance with BNI credit principles, thus safeguarding BNI's interests by developing implementation and technical guidelines.
   5) The credit process for SME Business loans, which currently utilize credit scoring for up to IDR 10 billion, is currently undergoing credit tool development to improve the overall end-to-end credit process.
   6) Monitoring of delinquent Collectibility 1 debtors and the provisioning of funds in the reserve account for payment of obligations in accordance with the Credit Agreement as a monitoring process to maintain credit quality.
   7) Implementing one-on-one support for debtors receiving loans in 2024 and 2025 who have experienced a decline in quality/downgrade as a step to deepen debtor assessment and learn lessons learned.
   8) Implementing knowledge sharing by all SME Credit Risk (SMR) personnel with Retail RMs and Business Team Leaders (BTL) managed by SMR as a step to improve the credit analysis capabilities of Retail RMs and BTLs.
   9) Conducting regular training and training related to SME credit provisions and processes for credit processing units, including Regional SME Credit Risk (HSR) and SME Credit Risk (SMR) personnel who act as credit decision makers, to improve the quality of credit decisions.
   10) Increasing the number of Regional SME Credit Risk (HSR) personnel and implementing dedicated SME Credit Risk (SMR) personnel to strengthen the SME credit risk management function by placing an SME Credit Risk (SMR) in each credit processing unit.

4. Increase risk awareness and risk culture, especially for retail credit, through various digital channels, including: employee assessments through the "deep46" menu in the employee application, the "Knowledge" menu in the BNIMove application, and regular delivery of lessons learned to all retail credit processing units.

5. Strengthen digital capability by enhancing the underwriting process through:
   a. Developing an application to automate the analysis of bank statements for prospective and existing borrowers.
   b. Optimizing the use of the BNIdirect Supply Chain system, which is integrated with BNIMove, for the disbursement process of BNI Wirausaha Pinjaman Andalan UMKM (BWU Pandu) credit products.
   c. Developing the eLO Consumer application infrastructure (as a Loan Originator) to centralize system/user sales and operational credit to support the new region model.
   d. Expanding the parameters and keywords for searching debtor information data in SLIK, thus making debtor data retrieval more comprehensive in supporting the digital credit application process.

6. Optimizing efforts to improve credit quality and recovery in the retail credit segment through:
   a. Changing the retail collection organization structure from a product-based to an area-based organization to strengthen collection supervision in regions and branches using a cluster system.
   b. Using Artificial Intelligence (AI) technology for collection through RoboCall, in addition to existing digital collection methods such as Dunner, WhatsApp Blast, and Voice Blast.
   c. Expanding the collateral marketing network through:
      - BNI Collateral Auction Website (https://lelangaguan.bni.co.id)
      - Collaborating with property agents and private auction houses
      - Investor gatherings
   d. Collaborating with third parties (collection agents) for unsecured loans.

e. Improving the competency and capability of human resources to conduct restructuring and auctions in collaboration with relevant divisions and external parties such as the National Public Service Agency (KPKNL).
f. Using a mobile collection application to monitor the activities and productivity of collection personnel.
g. Providing special stimulus for debtors affected by disasters, particularly the Sumatra Flood Disaster, in accordance with the applicable OJK Regulations.

7. Providing easy access to the BNI Griya developer Cooperation Agreement (PKS) database to support collateral valuation operations in the retail segment.

IMPROVING THE LENDING PROCESS

BNI is continuously refining the lending process in Business Banking (Corporate, Enterprise, Commercial, and Retail Banking segments). These improvements include:

1. Sharpening the business unit's function in prospect planning, marketing, conducting comprehensive creditworthiness assessments (including first-way-out and second-way-out analyses), and monitoring debtors.
2. Sharpening the risk unit's function, starting from the Pipeline Management stage, conducting deep dive credit risk analysis and risk identification-mitigation/control, as well as analyzing and monitoring information related to the debtor's credit and industry.
3. Implementing a collateral valuation function in Credit Operations, which is being implemented in stages to provide checks and balances on the assessment results of the Public Appraisal Services Office (KJPP), collateral CEV calculations, collateral valuations in the retail segment, implementing an advisory function related to the credit facility structure within the credit committee, and credit operations documentation.
4. Simplification of the BNI Fleksi loan disbursement process through automation of BNI-105 through the Electronic Loan Origination (ELO) application, while still maintaining risk mitigation at each stage.
5. Review of the tiering of credit document validation (SKK) authority within the Commercial Credit Operations unit.

Furthermore, to minimize risk during credit disbursement for the Business Banking segment, the Rejected Debtor Directory (3D) application has been introduced. Through this application, Business units can access data to verify rejected debtors or prospective debtors.

CREDIT MONITORING

BNI continuously monitors credit and the condition of the debtor industry, as well as intensive credit collection, to create quality asset growth. This monitoring is implemented through, among other things, assessing business conditions both indirectly (online) and in person, conducting reviews of debtor loan eligibility, and monitoring debtor payment obligations. In principle, the credit monitoring process is based on an assessment of the three pillars of the OJK regulations on productive asset quality.

Various efforts undertaken by BNI in monitoring credit quality in the Business Banking segment include:

1. Developing and strengthening the Single Integrated Monitoring Tools (SIMON) as an early warning system to detect potentially problematic debtors and monitor their action plans.
2. Sharpening portfolio management analysis through intensive monitoring of the adequacy and availability of funds in debtor accounts to meet their obligations.
3. Optimizing LaR portfolio management by implementing the 4Ms (mapping, reducing, avoiding, and controlling).
4. Establishing an action plan based on monitoring the performance of foreign debtors, including historical credit facility utilization, covenant fulfillment, timely payment of obligations, transactions, and assessing potential lawsuits.
5. Implementing a Credit Risk Portfolio Committee to optimize credit risk management that can impact the bank's health by conducting credit risk assessments as a basis for determining the adequacy of reserves, discussing developments related to portfolio quality, and establishing follow-up strategies for credit management.
6. Managing the Business Banking credit portfolio through credit quality monitoring to ensure bankwide targets are achieved.

Meanwhile, monitoring of the retail credit segment is carried out through:

1. Establishing credit quality thresholds (Pre-NPL and NPL) for each program and collaboration with third parties.
2. Monitoring and limiting the credit processing of BNI Griya and BNI Fleksi for certain segments at branch offices included in the corrective action plan and the institutions where debtors on the warning list work.

3. Conducting quarterly performance reviews of developers collaborating with BNI Griya.
4. Supervising the SME Business Credit Processing Unit to evaluate the credit process and disclose credit quality.
5. Improving debtor monitoring through the Single Integrated Monitoring (SIMON) application by strengthening the SME Credit Risk (SMR) function as SIMON's approval mechanism.
6. Routinely monitoring the implementation of SIMON tools.
7. Intensively monitoring the availability of debtor funds to pay their obligations to the Bank.
8. Segmenting collection priorities based on historical transaction scoring and credit card payment history analysis.
9. Prioritizing collections based on the warning list for BNI Fleksi products.
10. Increasing collection productivity through the implementation of a Mobile Collection application for credit card products.
11. Distributing credit quality monitoring to centers/branches.
12. Adjusting debtor due dates based on payment behavior.
13. Collaborating on buyback guarantees with relevant developers.
14. Monitoring overdue credit/debtor documents and notifying debtors and collateral owners to immediately extend maturing collateral documents through a notary/PPAT appointed by the Bank.

LOAN RESCUE AND SETTLEMENT

BNI consistently implements various efforts to optimally handle non-performing loans, accompanied by a prudent increase in the coverage ratio to strengthen financial fundamentals and maintain credit quality. In this regard, including loans that have been written off, efforts are being made to maximize the resolution of the Bank's losses.

Efforts to handle non-performing loans in the Corporate, Enterprise & Commercial Banking, and Retail segments are generally pursued through two strategies: credit rescue and loan settlement. These rescue strategies include:

1. Restructuring (restructuring, reconditioning, rescheduling) for debtors deemed to still have good prospects based on the three pillars (business prospects, performance, and repayment capacity).
2. Proactively monitoring and implementing Joint Effort Loans at Risk (LaR).
3. Increasing principal and interest installment collections.
4. Selling collateral to downsize credit facilities to accommodate debtors' capabilities.

Meanwhile, settlement strategies applied to debtors deemed to have no prospects and/or ability to repay include:

1. Sale of collateral (auction and non-auction).
2. Debt settlement through strategic investors.
3. Legal action through litigation, bankruptcy/PKPU (suspension of debt), civil lawsuits, and debt collection from guarantors (personal guarantees and corporate guarantees).

In addition to the efforts mentioned above, alternative credit rescue or resolution processes are also being implemented through program initiatives, including:

1. Accelerating the resolution of problem assets through auction programs by improving coordination and cooperation with relevant parties (DJKN/KPKNL and ATR/BPN).
2. Accelerating the resolution of problem assets through governed schemes (cessions or other programs).
3. Strengthening cooperation with third parties (lawyers, collection agents, JPN, securities, and others).
4. Investor gatherings.

CREDIT RISK MANAGEMENT PERFORMANCE IN 2025

BNI's Gross NPL ratio at the end of 2025 improved compared to the end of 2024, from 2.0% to 1.9%, representing a year-on-year improvement. The same trend is also evident in the LaR ratio, which improved by 1.8% (YoY) from 10.3% in December 2024 to 8.5% in December 2025.

STRATEGIES AND WORK PLANS FOR THE COMING YEAR

In 2026, BNI will continue to optimize the programs implemented in the previous year. BNI has also established strategic policies for the Corporate, Enterprise, and Commercial segments by implementing several strategies and work plans as follows:

1. Pipeline Management Development
   a. Increasing the credit portfolio based on priority sectors and lending programs, including SPAN and Xpora, as well as supporting government programs such as the Free Nutritious Meal Program (MBG) and the Red and White Village Cooperative (KDMP).
   b. Optimizing the business ecosystem/value chain of corporate debtors through supply chain-based financing, where the bank finances not only anchor companies but also their main suppliers and distributors, with a controlled facility structure, strict monitoring, and transaction data as a basis for risk assessment.
   c. Increasing the green loan portfolio by integrating Environmental, Social, and Corporate Governance (ESG) considerations into the lending process to support sustainable and responsible financing in line with global trends and regulations.
   d. Encouraging selective and sustainable credit growth by focusing on prospective industries across all segments, strengthening the risk governance framework through a review of the Industry Risk Appetite (IRA), Risk Acceptance Criteria (RAC), Credit Risk Risk Appetite Statement (RAS), and Loan Exposure Limit (LEL), as well as refining the sector expansion quadrant guidance to optimize cross-regional business potential.
   e. Focusing on increasing exposure to global market financing expansion, fee-based income, and sustainable CASA through Xpora, Supply Chain Financing/Open Account Financing, and other trade finance strategies, as well as implementing strategic initiatives by accelerating the lending process while maintaining prudent principles.
   f. Enhancing closed-loop customer transactions as a consideration in the financing process to obtain comprehensive information and customer transaction behavior, thereby strengthening the quality of the credit pipeline, increasing the accuracy of risk assessments, and supporting more prudent, measured credit expansion aligned with the bank's risk appetite.
   g. Enhancement and optimization of the use of the Connect and 3D (Debtor Directory) applications to strengthen Pipeline Management and Pre-Screening.
2. Underwriting Process Development
   a. Self-assessment of ESG compliance criteria in accordance with industry sectors to improve BNI's ESG performance.
   b. Implementation of a Wholesale Loan Management System (LMS) in the Corporate, Enterprise, and Commercial segments, integrating the entire credit process from Pipeline Management, analysis, approval, administration, and remedial and recovery, resulting in increased efficiency, productivity, and asset quality.
   c. Implementation of a risk register and industry studies as lessons learned to support quality credit expansion.
   d. Enhancement of credit risk analytics through sensitivity analysis and stress testing of credit portfolios and changes in economic conditions, review of credit risk methodologies, risk-based pricing, and enhancement of impairment models.
   e. Continuously strengthening and optimizing underwriting tools that align with credit policies and risk management frameworks, while adapting to business needs, to improve analysis quality, decision-making consistency, and the effectiveness and efficiency of the credit granting process.
   f. Enhancement and implementation of web-based PACE 2.0 as a tool to improve the quality of account statement verification in the Commercial segment.
   g. Strengthening risk management aspects in the development of credit products and schemes that align with bank policies and accommodate business needs.
   h. Strengthening the risk management function by providing input and reviewing credit provisions, policies, and procedures that adapt to market conditions and regulations while still adhering to the principle of prudence.
3. Strengthening the Monitoring Process
   a. Continuous strengthening and enhancement of the Single Integrated Monitoring Tools (SIMON) for all segments.
   b. Development of a Phase II Monitoring Checklist for the Corporate & Enterprise segment to assist managers in monitoring debtor conditions quarterly.
   c. Continuous monitoring of geopolitical developments, natural disasters, force majeure, and commodity price fluctuations, as well as risk mitigation for potentially impacted debtor performance.
   d. Optimizing the use of monitoring tools such as EWS Moody's, Bloomberg, and the Monitoring Checklist as initial screening for action against debtors (including Overseas Branch Offices).

e. Determining action plans based on the results of monitoring debtor performance, including historical credit facility utilization, covenant fulfillment, timely payment of obligations, transactions, and assessment of potential lawsuits.
f. Conducting a comprehensive evaluation of debtors and establishing appropriate management strategies for problem debtors, including restructuring, strategic investor involvement, phase-out, downsizing, and repayment through asset sales through joint efforts of business units, risk management, and remedial recovery.
g. Improving the implementation of the Credit Risk Portfolio Committee to optimize credit risk management that can impact the bank's health by conducting credit risk assessments as a basis for determining reserve adequacy, discussing developments and portfolio quality, and establishing follow-up strategies for credit management.
h. Business Banking credit portfolio management through more precise credit quality monitoring to achieve bankwide targets.

4. Improving Human Resource Capabilities and Competencies
   a. Strengthening HR risk culture through the delivery of lessons learned and risk awareness to build an early risk mindset.
   b. Strengthening HR capabilities through training/video learning/certification/ socialization to improve understanding of credit systems/process automation, market knowledge, industry expertise, global banking, business acumen, digital mindset, and advanced analytics to support improved credit quality and business process effectiveness.
   c. Strengthening the capabilities of Overseas Branch Office (KLN) employees through training/certification in risk functions to improve credit quality and enhance the value of trade and investment centers, strengthening BNI's position as a global bank.
   d. Developing structured personnel planning based on talent management, workforce planning, career roadmaps, and productivity monitoring to support business development.
5. Strengthening Remedial & Recovery
   Credit rescue and resolution efforts are being implemented prudently through the implementation of a strengthening strategy based on the principles of a risk-based approach. This includes credit restructuring for NPL debtors who still have prospects and meet the three pillars, implementing collateral sales through both private sale (AJB) and auctions (fiat and non-fiat), intensive collateral marketing efforts (including through BNI Expo activities, press releases, and visual advertisements for BNI auctions on social media, the auction website bni.co.id, and others), optimizing collaboration with third parties (including the Directorate General of State Assets (DJKN), private auction houses, property agents, external lawyers, and others), implementing a non-performing loan collateral sales program through rewards for BNI employees, tracing and executing assets belonging to Personal Guarantees (PG) and Company Guarantees (CG), and others.
6. Expanding ASIC implementation in all retail segments for loan accounts with booking offices throughout Indonesia.
7. Implementation of a Document Management System (DMS) for digital credit document management in the Commercial and Retail segments.
8. Collateral Management System (CMS) as an automated development of collateral database management that can assist the collateral valuation function using either the Cross-RM mechanism or Unit Collateral Valuation.

Meanwhile, plans and strategies for improving credit quality in the retail credit segment in 2026 include:

1. Focusing on business expansion that prioritizes a risk culture, focusing on low-risk segments:
   a. BNI GRIYA in the selected fixed income segment, namely employees of state-owned enterprises (BUMN/BUMD/ BHMN), government agencies, educational institutions, members of the Indonesian National Armed Forces (TNI)/Indonesian National Police (Polri), corporate clients, fund customers, Emerald customers, and existing debtors with good performance, while increasing market share with selected developers (Top Highly Selected, Highly Selected, and Selected Developers).
   b. BNI FLEKSI in the Selected Fixed Income segment, covering employees of state-owned enterprises (BUMN/BUMD/BHMN), state-owned universities (PTN), state-owned enterprises (CASN/ASN), regulators, higher institutions/government agencies, employees of institutions/companies managed by the head office, professionals, and Emerald customers.
   c. CREDIT CARDS are intended for fund customers, payroll customers, selected companies, and customers based on management references who have a good, mature relationship with BNI.

d. BNI Entrepreneurial Credit (BWU) and People's Business Credit (KUR) based on lead data categories derived from the Ecosystem Value Chain, Existing to Bank (ETB), Cluster - Point of Interest (POI), and Community.
e. SME Business Credit based on lead data derived from potential Supply Chain Financing (SCF) and the value chains of Diamond Clients, Xpora, BNI Customers and Giran, key players and ecosystems in each region.

2. Channeling collaboration with third parties (fintech and other financial institutions) by establishing measurable Risk Acceptance Criteria (RAC) for flexible products, credit cards, and Linkage Channeling.
3. Conducting credit process assessments to enhance business expansion by prioritizing a prudent risk culture:
   a. BNI Griya
      1) Simplifying the credit process to increase portfolio and market share for selected developers (Top Highly Selected, Highly Selected, and Selected Developers) while adhering to prudent principles.
      2) Accelerating the credit process through special programs for BNI Emerald and payroll customers to enhance the portfolio and cross-sell existing customer products.
      3) Adjusting BNI Griya's processing requirements to improve credit quality at LNCs or Branch Offices with NPLs above the threshold.
      4) Expansion in the non-fixed income secondary market segment will continue while adhering to prudent principles and adhering to applicable regulations.
      5) Collaboration on transferring developer consumer receivables through a cession scheme.
   b. BNI Fleksi
      1) Expansion of the BNI Fleksi Pensiun (BFP) distribution market to the Corporate Client segment.
      2) Adjustment of policies for BNI Fleksi Aktif based on company profiling for the Private Company employee segment.
      3) Periodic review of BNI Fleksi Aktif and BNI Fleksi Pensiun features for quality expansion.
      4) Optimizing data leads through the BNI Fleksi Digital Loan program via wondr by BNI by filtering eligible debtors in the datamart.
      5) Optimizing BNI payroll data through the BNI Fleksi Pre-Approve scheme through Telesales by filtering eligible customers and/or debtors to receive BNI Fleksi offers.
   c. Credit Cards
      1) Selective provision of Management References for credit card applications based on the credit history generated through that channel.
      2) Selective credit card credit limit increases for loyal cardholders who actively use BNI banking services.
      3) Accelerate the credit card limit increase process through the auto-approval mechanism at wondr by BNI for the low-risk segment.
      4) Be selective in granting credit cards using the pre-embossed mechanism, with additional corrective action taken in the applicant's region.
      5) Collaborate with BNI subsidiaries to develop new market potential while remaining prudent.
      6) Improve and expand telesales channels (fintech borrowers, residential borrowers, flexible borrowers, and wondr by BNI users) as a credit card acquisition channel.
      7) Optimize credit card acquisition through the e-form channel with card-for-card credit assessments from selected banks.
      8) Simplify e-form credit card applications through wondr by BNI.
   d. BWU and KUR Credit
      1) Development of the Digital Micro Guide BWU product to increase program credit expansion to value chain and digital partners, by simplifying additional collateral requirements while still maintaining risk mitigation through transaction-based selection of potential customers and the digital ecosystem.
      2) Development of the Liquidity Guide BWU product by considering historical BNI Agen46 transactions.
      3) Automation of credit installment calculations for the KUR program and BWU products.
      4) Development of Artificial Intelligence (AI) to strengthen risk mitigation in KUR and BWU credit distribution.
   e. SME Business Credit
      1) Enhance risk management functions in the development and monitoring of special schemes to support SME Business credit growth.
      2) Improvement in SME Business credit portfolio management by establishing regional and unit categories based on credit quality indicators that serve as a reference for regional and unit expansion policies.

3) Oversight of government program credit schemes to support national economic growth.
4) Implementing one-on-one meetings with business management units to monitor debtor conditions and conduct in-depth interviews to assess findings in the field.
5) Strengthening the monitoring function for delinquent Collectible 1 debtors and fulfilling their Debt Service Reserve Account (DSRA) obligations as a process for monitoring and maintaining the quality and compliance of debtors with their Credit Agreements.
6) Strengthening knowledge sharing activities by all SME Credit Risk (SMR) personnel with RMs and Business Team Leaders (BTL) managed by SMR to improve their credit analysis capabilities.
7) Conducting regular training and training related to retail credit provisions and processes for credit processing units, including Regional SME Credit Risk (HSR) and SME Credit Risk (SMR), which act as credit decision makers, to improve the quality of credit decisions. 4. Increase risk awareness and risk culture, especially for retail credit, through various digital channels, including: employee assessments through the "deep46" menu in the employee application, the "Knowledge" menu in the BNI Move application, and regular delivery of lessons learned to all retail credit processing units.

5. Strengthen digital capability by enhancing the underwriting process through:
   a. Developing an application to automate the analysis of bank statements for prospective and existing debtors, both BNI and other bank accounts, and integrating it with the Loan Origination System (LOS) for SME Business products.
   b. Optimizing the use of the BNIdirect system, which has been integrated with BNIMove, for the loan disbursement process for BWU Pandu products.
   c. Implementing Retail Credit Tools (RCT) as part of the end-to-end re-engineering of the retail lending business process.
   d. Optimizing BNIMove for Business Program products and expanding development for SME products, as well as developing an AI system to support accelerated credit processing.
   e. Optimizing the use of credit bureaus in the credit processing system, especially for digital loans.
   f. Development of the eLO Consumer application infrastructure (as Loan Origination), in order to centralize system/user unit processing to support the new region model.
   g. Development of a turnaround time (TAT) dashboard for Consumer Credit products to assist in the monitoring process of credit applications that are in progress and/or have been decided.
7. Optimizing efforts to improve credit quality and recovery in the retail credit segment through:
   a. Adjusting the due date (cycle date) for consumer credit to a maximum of the 25th for Griya & Fleksi products to allow sufficient time for collection.
   b. Strengthening the intensity of retail credit collection through centralized collection (tele-collection).
   c. Revamping the BNI collateral auction website.
   d. Enhanced Account Handling (using the Common Collection Interface application) to facilitate collection account management and increase collection officer productivity.
   e. Creating a collection monitoring portal that includes monitoring daily payments, lead data, pipeline, asset quality, auction monitoring, Opex & Capex, and collection & recovery productivity.
   f. Expanding collaboration with collection service providers (third parties: collection agencies) for the collection of KUR and BNI Griya FLPP loan debtors.

Capital Structure and Management Policy for Capital Structure and Capital Risk Management Practices

Details of Bank Capital Structure

Capital Component-Bank Only	2025	2024	2023	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal	Persentage (%)	Nominal	Persentage (%)
Core Capital (IDR billion)	155.838	142.043	130.938	13.795	9,7	11.105	8,5
Supplementary Capital (IDR billion)	9.792	10.264	11.079	(494)	(4,8)	(815)	(7,4)
Total Core Capital and Supplementary Capital (IDR billion)	165.630	152.307	142.016	13.302	8,7	10.291	7,2
Risk Weighted Assets (RWA) for Credit Risk (IDR billion)	749.998	660.200	609.161	88.084	13,3	51.039	8,4
Risk Weighted Assets (RWA) for Operational Risk (IDR billion)	40.384	37.411	34.967	2.973	7,95	2.444	6,99
Risk Weighted Assets (RWA) for Market Risk (IDR billion)	11.223	14.162	2.812	(2.939)	(20,8)	11.350	403,6
Core Capital Ratio (%)	19,4	20,0	20,2	(0,5)		(0,2)	
Capital Adequacy Ratio for Credit Risk, Operational Risk and Market Risk (%)	20,7	21,4	22,0	(0,7)		(0,6)	

Management Policy on Bank Capital Structure [ACGS B.3.1]

In response to both domestic and global economic dynamics and the increasing risk exposure it faces, BNI implements an effective, prudent, and integrated capital management system. This system is designed to support the achievement of sustainable performance while strengthening the Company's competitiveness within the banking industry. Capital management is carried out by maintaining a strong capital position to support business expansion, preserve the confidence of investors, depositors, customers, and the market, and ensure full compliance with all regulatory capital requirements. In addition, capital adequacy is optimally managed to anticipate and absorb various risks faced by the Bank, thereby supporting healthy and sustainable business growth amid the economic challenges of 2025.

In its capital management, BNI maintains capital levels according to risk exposure and conducts periodic reviews.The Bank also considers factors such as optimizing shareholder returns, balancing higher profitability with the gearing ratio, and ensuring security through a sound capital position. This approach reflects BNI's strong commitment to maintaining a capital structure composition that complies with regulations and does not fall below the minimum limits set by the Financial Services Authority (OJK) as the banking regulator.

Basis for Policy

1. Core Capital
   Core capital represents a bank's capital consisting of Common Equity Tier 1 and Additional Tier 1, in accordance with the Financial Services Authority (OJK) Regulation on Minimum Capital Requirements for Commercial Banks. BNI's core capital increased by 9.7%, rising from IDR142.0 trillion in 2024 to IDR155.8 trillion in 2025. This increase was driven by the Bank's profit generated throughout 2025 and an increase in the fair value of financial assets measured at fair value through other comprehensive income in 2025 amounting to IDR2.5 trillion.

2. Supplementary Capital (maximum 100% of core capital)
   Supplementary capital (referring to bank capital) consists of general reserves for earning assets and capital instruments that meet Tier 2 requirements. BNI's supplementary capital declined by 4.6%, from IDR10.3 trillion in 2024 to IDR9.8 trillion in 2025. The decrease of IDR472 billion was primarily attributable to the amortization of capital-characteristic securities held amounting to USD500,000,000. The decline in supplementary capital was influenced by the aamortization of subordinated bonds that can be counted as a component of supplementary capital reached IDR1.6 trillion. On the other hand, general reserves for productive assets increased by IDR1.1 trillion.

Capital-Related Risk Management Practices

How BNI's capital can absorb risks is measured by calculating KPPM as prescribed by regulators, which involves the following phases::

1. Calculating the minimum capital adequacy based on the Risk-Weighted Assets (RWA) measurement method:
   a. Creit Risk: Standardized Approach
   b. Market Risk: Standardized Approach
   c. Operational Risk: Standardized Approach
2. Calculating the Minimum Capital Requirement according to BNI's risk profile.
   As of December 31, 2025, BNI's risk profile, which serves as one of the assessment factors for the Bank Soundness Rating (TKB), was rated at level 2 (Low to Moderate). Due to this Low to Moderate risk profile and calculations based on the Internal Capital Adequacy Assessment Process (ICAAP), the minimum Capital Adequacy Ratio (CAR) for BNI is set at 9.95%.
3. In addition to calculating the Minimum Capital Adequacy Requirement based on the risk profile, BNI also determines additional capital buffers to safeguard against financial and economic crises that could disrupt financial system stability. These additional capital buffers include Capital Conservation Buffer, Countercyclical Buffer, and Capital Surcharge for Systemic Banks. Additional buffer capital is carried out in accordance with the provisions of the Regulator.
   a. Capital Conservation Buffer is additional capital that functions as a buffer in the event of losses during a crisis period.
   b. Countercyclical Buffer is additional capital that functions as a buffer to anticipate losses in the event of excessive banking credit growth that has the potential to disrupt the stability of the financial system.
   c. Capital Surcharge is additional capital capacity that functions to reduce the negative impact on the stability of the financial system and the economy in the event of a Systemic Bank failure by increasing the Systemic Bank's ability to absorb losses.

When incorporating these capital buffers, Conservation Buffer of 2.50%, Countercyclical Buffer of 0%, and Capital Surcharge of 1.50%, BNI's total Minimum Capital Adequacy Requirement (KPMM) ratio threshold stands at 13.95%.

Material Commitments for Capital Goods Investments

Throughout 2025, BNI recorded material commitments for capital goods investment as follows:

No.	Project Name	Vendor
1	Construction of Pantai Indah Kapuk 2	PT Pembangunan Perumahan (Persero) Tbk PT Virama Karya (Persero) PT Alien Desain Nusantara PT Perintis Dinamika Sekatama PT Datum Ciptaloka Sejahtera
2	Replacement ATM with CRM	PT Emneltech Solusi Indonesia
3	DRC Colo 2	PT Neptus Teknologi Indonesia KJPP Rengganis, Hamid & Rekan PT Dinamika Sistem Integrasi Solusi PT Infracom Technology PT Metrocom Global Solusi PT Mitra Integrasi Informatika PT Prodata Sistem Teknologi PT Sentra Paramitra PT Software Information System Nusantara PT Swadharma Duta Data
4	Enterprise License IBM & Oracle	PT Metrocom Global Solusi PT Multipolar Technology
5	Wondr R2-R4 Development	PT Accenture PT Izeno Teknologi Indonesia PT Mitra Integrasi Informatika PT Cloud Ace Integra
6	Additional Hardware Capacity	PT Infracom Technology PT Mastersystem Infotama
7	Office Automation Device Development	PT Bhinneka Mentaridimensi Lakoni Lintang Langgeng PT Air Mas Perkasa PT Belpin Blessin Indonesia PT Berca Hardayaperkasa PT Bismacindo Perkasa PT Cyber Network Indonesia PT Datascrip PT Digital Teknologi Nusa PT Karlin Mastrindo PT Mitra Integrasi Informatika PT Multipolar Technology PT Nextindo Global Solusi PT Nusantara Compnet Integrator PT Pandu Siwi Sentosa PT Sarana Reswara Abadi PT Sentra Paramitra PT Trimuda Nuansa Citra Tbk PT World Infinite Network
8	Virtualization License Server	PT Mitra Integrasi Informatika

No.	Project Name	Vendor
9	Wondr MMP 1	KJPP Toha, Okky, Heru dan Rekan PT Accenture PT Adi Data Informatika PT Asiatek Solusi Indonesua PT Bhinneka Mentaridimensi PT Deloitte Konsultan Indonesia PT Dymar Jaya Indonesia PT Fan Integrasi Teknologi PT Idpay Asia Jaya PT Indocyber Global Teknologi PT Infracom Technology PT Ipsos Market Research PT Izeno Teknologi Indonesia PT Karlin Mastrindo PT Mastersystem Infotama PT Mitra Integrasi Informatika PT Niagaprima Paramitra PT NTT Indonesia Technology PT Nusantara Compnet Integrator PT Phintraco Technology PT Sentra Paramitra PT Swadharma Duta Data
10	DC Colo Location Rental	PT DCI Indonesia Tbk

COMMITMENT PURPOSE

As planned in the BNI Bank Business Plan (RBB), the objective of material commitment made by BNI for capital goods investment is to ensure the commitment of the parties involved in the investment to carry out capital goods purchase transactions.

SOURCE OF FUNDS

BNI's funding sources utilise the remaining investment budget, total depreciation expense and a share or percentage of net profit from the previous financial year as funding sources for capital expenditure from the previous financial year as a source of funding for capital expenditure.

CURRENCY USED

All transactions carried out in the context of binding investment materials for capital goods are denominated in Rupiah.

PLANNED STEPS TO PROTECT FOREIGN CURRENCY RISK

BNI does not protect against foreign currency protection risks as all investment capital goods commitments are carried out in Rupiah.

Capital Goods Investments Realized in the Last Fiscal Year

BNI allocated funds for Capital Goods investment (Capital Expenditure) as part of its strategy to strengthen business fundamentals and enhance operational capabilities. These funds were used for the purchase and value addition of fixed assets and right-of-use assets, including the development of information technology infrastructure, optimization of office and service networks, as well as the improvement of other operational support facilities.

Types of Capital Goods Investment

In 2025, BNI's realized capital goods investment was recorded at IDR3,131 billion, consisting of land and buildings, automated equipment, non-automated equipment, and vehicles amounting to IDR1,307 billion, IDR1,625 billion, IDR175 billion, and IDR23 billion, respectively.

Objectives of Capital Goods Investment

BNI's purchase of capital goods aims to support and facilitate the Company's overall operational activities. This investment is also expected to provide appropriate economic benefits, support sustainable business growth, and strengthen BNI's competitiveness amidst the continuously evolving dynamics of the banking industry.

Value of Capital Goods Investment Incurred

The following table explains the capital goods investment value.

Types of Capital Goods Investment	2025 (IDR-billion)	2024 (IDR-billion)	2023 (IDR-billion)	Increase (Decrease) 2024-2025			Increase (Decrease) 2023-2024		
				Nominal (IDR-billion)	Persentage (%)		Nominal (IDR-billion)	Persentage (%)	
Building and Land	1.307	1.689	1.027	(381)	(22,6)	↓	662	64,4	↑
Automation Equipment	1.625	1.869	1.236	(244)	(13,1)	↓	634	51,3	↑
Automation Equipment	175	274	207	(99)	(36,1)	↓	67	32,5	↑
Vehicles	23	62	1	(39)	(62,7)	↓	61	5.917,8	↑
Jumlah	3.131	3.894	2.471	(763)	(19,6)	↓	1.423	57,6	↑

Property for Investment

BNI's properties are used for the purpose of conducting banking activities or operational support, such as employee official residences and storage warehouses. There are no properties used for other investment purposes.

Information and Material Facts that Occurred After The Date of the Accountant's Report

During 2025, there is information and material facts to report that occurred after the date of the accountant's report until this Annual Report was published on February 2, 2026 as set out below. [ACGS C.8.1, C.8.2, C.8.3]

Share Buyback Plan

The Company issued an Announcement of the Share Buyback Plan by a Public Company and the Plan for Transfer of Shares Resulting from the Buyback on February 4, 2025. Subsequently, the Company conducted an Update of Information Disclosure regarding the Buyback Plan and the Plan for Transfer of Shares Resulting from the Buyback on February 17, 2025. Furthermore, the Buyback plan and the transfer of shares resulting from the Buyback were submitted for approval at the Annual General Meeting of Shareholders (AGMS) for Financial Year 2024, held on March 26, 2025. Regarding the share buyback approved in the AGMS, its implementation was carried out in January and February 2026; therefore, as of the end of December 2025, there was no implementation of share buybacks.

Achieving the 2025 Targets [ACGS C.2.1]

ASSUMPTIONS USED IN FORMULATION OF THE 2025 TARGET

The assumptions made in the process of formulating the 2025 targets were based on global and domestic economic conditions. These conditions included the projected moderation in global economic growth, both in developed and developing countries, with the IMF (WEO April 2025) projecting global economic growth to slow to 2.8% in 2025 compared to 3.3% in 2024. Adding the landscape was significant shift in global policy amidst changes in leadership, both domestically and especially internationally, marked predominantly by the election of Donald Trump as president of the United States. The implementation of Trump's program that most influenced economic movements in 2025 was the reciprocal tariff policy with various trading partners.

Domestically, post-pandemic issues during recovery phases, including weaker household consumption growth and an uneven recovery (K-shaped recovery) across consumer groups, putting downward pressure on the domestic economy. Therefore, the president-elect's policy direction at the end of 2024 will focus on addressing the aforementioned consumption challenges and the issue of weakening public purchasing power. Examples include the Free Nutritious Meals program and food security. Furthermore, to address the challenge of restoring purchasing power, the government has also implemented various stimulus measures since early 2025.

Based on the aforementioned developments, the economic growth projection for 2025 is estimated at around 4.7%-5.2%. This is supported by growing domestic demand, which will be supported by increased consumption from the effects of pro-growth and pro-consumption fiscal spending under the new administration, directly impacting domestic demand. This projected growth range was maintained throughout 2025 without revision, with Indonesia's economic growth realized at 5.1% for the year.

Regarding prices, BNI estimates that inflationary pressures will increase in 2025 compared to 2024 (1.6%), but remain within Bank Indonesia's target range. The post-El Niño climate in 2024 led to a normalization of food prices in the first half of 2025. However, entering the second half of 2025, increased food demand will also contribute to increased food inflation and drive overall inflation. BNI's inflation projection for 2025 is in the range of 1.5-2.7%, with inflation trending towards the upper end of the projection range.

Amidst high global uncertainty due to the election of Donald Trump as US president for the 2025-2029 period, BNI projects the average Rupiah exchange rate will be in the range of IDR 16,500 - 17,500 / USD for 2025, or depreciate compared to the end of 2024 position of IDR15,844 on average. On the other hand, the projection of economic moderation and weakening purchasing power is the basis for BNI to see the opportunity to reduce the BI-rate to the range of 4.5 - 5.75% in 2025. Globally, this is also driven by the trend of interest rate declines in various countries. The election of Trump as the new US president changed the direction of US policy to be more inward-looking and more accommodative. In reality, the FFR interest rate cut occurred in the third-fourth quarter of 2025, where this FFR interest rate reduction further strengthened the downward trend in global interest rates, providing the basis for the momentum for BI-rate cuts. In reality, the BI rate closed at 4.75% in 2025, within BNI's projected range.

Given this economic and financial posture, BNI projects that banking industry credit growth in 2025 will be in the range of 7.0% to 11.0%, supported by Third Party Fund (TPF) growth of 5.0% to 8.0%. As of December 2025, credit growth stood at 9.6%, within the projected range, while Third-Party Funds (DPK) growth reached 13.8% YoY, exceeding BNI's projected range.

Projections and Realization of Macroeconomic Variables 2025

Indicator	2025 Projection	2025 Realization
Economic growth (%)	4,7 – 5,2	5.1%
Inflation Rate (%)	1,5 – 2,7	2.9%
Rupiah Exchange Rate (IDR/USD)	16.500 – 17.500	16,465
BI-7 Days Repo Rate (%)	4,5 – 5,75	4.75%
Credit Growth (%)	7,0 – 11,0	9.6%
DPK Growth (%)	5,0 – 8,0	13.8%

Source: BPS, BI, BNI Office of Chief Economist

COMPARISON BETWEEN TARGET AND REALIZATION IN 2025

Comparison Between Target and Realization In 2025

About	2025 Realization (IDR billion)	2025 Target (IDR billion)	Achievement of Realization Against 2025 Target (%)
Credits granted	899.531	855.738	105,1
Deposits from Customers	1.040.834	924.085	112,6
Giro	439.498	380.041	115,6
Savings	286.460	301.609	95,0
Deposit	314.876	242.435	129,9

Overall, BNI achieved its 2025 targets. This strong performance was thanks to adapting to the dynamic business environment in 2025, supported by sound financial fundamentals and a competitive digital platform. Several strategies were implemented to optimize business performance, including:

- Acceleration of solid and balanced credit growth in productive sectors.
- Stronger low-cost funds (CASA)-based funding structure to support cost efficiency.
- Consistently stronger risk management and asset quality through an early warning system, risk acceptance criteria, and credit scoring.
- Optimization of data analytics to generate leads and encourage cross-selling.
- More robust digital platforms to continuously improve service quality and customer experience.

BNI also successfully closed 2025 with quite positive results.

COMPARISON BETWEEN TARGET AND REALIZATION OF PROFITABILITY AND OTHER IMPORTANT FINANCIAL RATIOS IN 2025

About	Realization in 2025	2025 Target	Achievement of Realization Against 2025 Target (%)
Net Interest Income (IDR billion)	40.333	40.958	98,5
Net Profit (IDR-billion)	20.111	21.427	93,9
Return on Asset (ROA) (%)	2,1	2,3	91,3
Return on Equity (ROE) (%)	14,0	14,9	94,0
Return on Equity (ROE) - Equity Based (%)	12,7	13,4	94,8
Net Interest Margin (NIM) (%)	3,8	3,9	97,4
Operating Expenses to Revenue (BOPO) (%)	72,9	71,5	102,0
Cost to Income Ratio (CIR) (%)	46,5	45,3	102,6

BNI demonstrated strong performance in terms of profitability, with sound indicators of its such as Net Profit, Net Interest Margin (NIM), Return on Equity (ROE), and Return on Assets (ROA). BNI's net profit for the 2025 fiscal year was recorded at IDR20.0 trillion. This profit achievement was 93.5% of the target and in line with market expectations (consensus).

COMPARISON BETWEEN TARGET AND REALIZATION OF CAPITAL STRUCTURE AND ASSET QUALITY IN 2025

About	Realization in 2025 (%)	2025 Target (%)	Achievement of Realization Against 2025 Target (%)
Minimum Capital Adequacy Ratio (CAR)	20,7	20,0	103,5
Non Performing Loan (NPL) Gross	1,9	2,0	95,0

BNI's capital management strategy is reflected in the achievement of its capital structure target, namely the Minimum Capital Adequacy Ratio (CAR) for 2025, which exceeded the stated target. This achievement of the Minimum Capital Adequacy Ratio (CAR) target was due to BNI's increased profitability in 2025, enabling organic capital accumulation. BNI's success in this area was further evident in its management of the quality of its productive assets. Gross Non-Performing Loans (NPLs) were reduced from 1.9% the previous year, achieving the established target. This demonstrates BNI's strong commitment to maintaining the quality of its assets.

COMPARISON BETWEEN TARGETS AND REALIZATION IN THE FIELD OF HUMAN RESOURCES IN 2025

About	Realization in 2025	2025 Target	Achievement of Realization Against 2025 Target (%)
Total Headcount	27.201	27.200	100
Number of employees who participated in the training (people)	26.937	26.947*)	99,96**)
Education and Training Costs (IDR-billion)	192,8	192,8	100

*) Excludes MPP employees, unpaid leave, illness and inactivity as of 31 December 2025
**) There are 10 new employees who became active in December 2025 and will take part in the onboarding process in January 2026

BNI recognizes that achieving all its targets requires competent, professional, and highly integrated human resources (HR). BNI consistently implements HR development as an investment in developing employee skills, knowledge, and work attitudes that can enhance the bank's productivity and competitiveness.

By 2025, BNI had a total headcount of 27,201 employees, with an investment in education and training reaching IDR192.8 billion. These education and training costs are equivalent to 3.53% of total gross salary, exceeding the 3.5% of gross salary stipulated by the regulator in POJK No. 24 of 2022. These education and training costs represent a crucial investment for BNI's future.

Business Continuity Information

MATTERS THAT WOULD POTENTIALLY HAVE A SIGNIFICANT IMPACT ON THE BANK'S BUSINESS CONTINUITY IN 2025

BNI had identified several economic risks that could potentially affect Indonesia's economic performance and the banking industry as both moved forward. The first would be the risk of ramifications from the implementation of US import tariff policies and the potential dynamics of declining trust in international cooperation, which would gradually strengthen the phenomenon of trade based on proximity/friend-shoring. The second, in relation to the first risk above, would be the emergence of trade and geopolitical tensions between two economic powerhouses, the US and China, as well as their respective allies, which could lower investor confidence and market optimism and create economic uncertainty. The third would be the risk of a slowdown in domestic economic growth, arising from limited fiscal space to support growth due to tax revenues falling short of government targets. The fourth would be exchange rate volatility and depreciation, which create uncertainty in economic transactions and increase production costs. The fifth would be the risk of an economic slowdown in China, as a major economy and Indonesia's main trading partner, which would impact the decline in global demand for goods and services and lower commodity prices. China's slowdown is caused by a combination of fundamental factors, such as an aging population and a decline in the working-age population, which could be exacerbated by trade tensions between the US and China. The sixth and final risk BNI would be observant of was the decline in domestic economic growth and household consumption from a structural perspective, driven by inadequate employment opportunities and an expanding informal economy.

In terms of potential benefits, BNI envisioned that the new government, with its new direction and focus, could also create momentum for the national economy. Fundamental programs such as Free Nutritious Meals (MBG), community empowerment through cooperatives, and food and energy security—if implemented effectively while respecting prevailing market mechanisms—could mitigate the erosion of public purchasing power and support small and medium enterprise innovation, which, in turn, could increase household consumption growth through spillover effects. Looking ahead, Indonesia's dominant young population and its strengthening position as an upper-middle-income country (with per capita income exceeding USD 5,000) could also deliver economic benefits if strategically directed. The young population represents a productive demographic with high consumption levels. Furthermore, as per capita income rises, an economy generally develops more diversified consumption patterns, in which the proportion of durable goods and services consumption is expected to increase, creating broader growth opportunities for various economic sectors, including the financing and banking services sector.

MANAGEMENT ASSESSMENT OF MATTERS WITH A POTENTIALLY SIGNIFICANT INFLUENCE ON THE BANK'S BUSINESS CONTINUITY

Overall, BNI carries out scenario analysis covering 2 (two) levels of crisis, namely liquidity and solvency. Liquidity crisis to see the impact of stress conditions on BNI's liquidity conditions as shown by liquidity indicators, namely MSR, LCR, and NSFR. Meanwhile, the solvency crisis is to see the impact of stress conditions on asset quality (NPL Gross and NPL Net), profitability (ROA, ROE, and BOPO), and capital (KPMM and KPMM CET 1) of BNI. Each crisis condition includes scenarios of idiosyncratic crisis conditions, market-wide shock, and a combination of both.

1. Liquidity Stress Test Scenario
   The liquidity stress scenario is divided into 3 (three) scenarios, namely idiosyncratic, market-wide, and a combination, which are prepared based on Bank Indonesia's granular stress test scenarios, and the LCR calculation scenario, which is adjusted to BNI's internal conditions.

2. Solvency Stress Test Scenario
   The solvency aspect stress test is designed to see the impact of changes in internal factors (idiosyncratic), as well as external factors (market-wide), or together, both directly and indirectly, on the Bank's solvency. These scenarios are interrelated with stress tests on indicators of asset quality, profitability, and capital.

   A number of internal and external (market-wide) factors for stressful conditions are seen to be independent or interrelated, influencing several bank performance variables. These changes are then transmitted into the Balance Sheet and Profit/Loss items so that they have an impact on the Bank's financial ratios. The relationship between each solvency indicator in each stress scenario will ultimately have an impact on the Minimum Capital Adequacy Ratio (KPMM).

   The stress test scenario is carried out for 3 scenarios, the first scenario is the shock condition triggered by internal factors (idiosyncratic), such as a decline in loan quality, especially in a number of quality Debtors who have shifted from current to default, then in the second scenario, the trigger factors taken into account come from external factors. The third scenario is a combination of internal (idiosyncratic) trigger factors together with external (market-wide).

   Some of these disturbances are transmitted into the Bank's financial performance in the form of changes in a number of variables. Changes in the quality of the loan portfolio, Net Open Position, and market prices in the securities and bond portfolio will affect the value of Risk Weighted Assets (RWA).

   Changes in income, reserve value, unrealized gains/losses, and other comprehensive income of the bank will be transmitted to further influence Profit/loss for the current period, which has an impact on the Bank's capital. In the end, changes in Profit/Loss and RWA will affect the Bank's minimum capital adequacy (KPMM).

ASSUMPTIONS USED BY MANAGEMENT IN CONDUCTING ASSESSMENT OF MATTERS THAT HAVE A POTENTIALLY SIGNIFICANT EFFECT ON THE BANK'S BUSINESS CONTINUITY

Several assumptions BNI considers when conducting a business continuity assessment include:

1. Liquidity Stress Test Assumptions
   The liquidity stress test assumptions for each scenario are as follows:
   a. Idiosyncratic Scenario Liquidity stress is triggered by a decrease in BNI's trust or reputation that can be caused by events such as a decrease in BNI's rating, IT failure, the occurrence of significant internal fraud, or other risk events that have an effect on decreasing public trust in BNI, which can trigger large withdrawals by customers of TPF.
   b. Market-wide scenario
      Liquidity stress is triggered by a decrease in liquidity in the interbank market due to worsening overall domestic and/or global economic conditions, resulting in significant deposit withdrawals and difficulty in obtaining funding in the market, either through the liquidation of assets owned or through interbank loans.
   c. Combination Scenario
      Liquidity stress is triggered by stress resulting from a combination of idiosyncratic and market-wide events.
2. Solvency Stress Test Assumptions
   The solvency stress test assumptions for each scenario are as follows:
   a. Idiosyncratic Scenario
      Solvency stress is triggered by an inaccurate loan growth strategy and is accompanied by an inaccurate loan monitoring process,

causing several debtors to default using MEV in the baseline scenario. The default debtors are determined based on the results of an assessment of the impact of macroeconomic conditions on BNI's loan portfolio for the Q2 2025 period.

b. Market-wide scenario
Solvency stress is triggered by tight global financial conditions, market financial turmoil, and economic recession that will have an impact on bank solvency conditions in terms of loan risk and market risk, including:
- Decreasing GDP growth rate
- Increasing inflation
- Increasing interest rates
- Changing exchange rates
- Worsening commodity prices
- Other macroeconomic worsening
- Market risk is increasing due to high Government bond yields

c. Combination Scenario
Solvency stress is triggered by stress from idiosyncratic and market-wide conditions that influence simultaneously.

Details of Matters Arising in 2025

Amidst various challenges throughout 2025 that had quite an impact on the banking business, the Company exercise prudent monitoring on external and internal dynamics that could've otherwise disturbed business performance. Various strategic and measured mitigation measures were undertaken to maintain operational stability and ensure the achievement of established targets. The following are details of the problems that emerged, the impact on performance, and the handling steps that BNI took within the year:

External Dynamics: **Uncertainty of US Reciprocal Tariff Impacts & Financial Market Volatility**
Since April 2025 and finalized in August 2025, President Donald Trump implemented reciprocal tariffs for the majority of countries worldwide, raising the US average import tariff from the rest of the world (excluding China) to an average of 20% from the previous 3%. This brought turmoil to the financial markets, increased economic uncertainty, and created potential ongoing ramifications of tariff impacts on the economies of various countries, including Indonesia. Furthermore, this inward-looking policy strengthened the sentiment of economic cooperation fragmentation and the friend-shoring phenomenon—an international cooperation and trade strategy (covering supply chains and production processes) based on the proximity of relations between countries. High global economic uncertainty (as reflected by the VIX Index, which averaged 18.9 in 2025, up from 15.6 in 2024) was also feared to cause reluctance among investors and the business world to invest and expand. Throughout 2025, it was indicated that a shift of funds to safe-haven assets occurred. For example, as of December 2025, gold prices tended to increase by 64.6%YTD, reaching a peak of USD4,533/troy ounce. In the bond asset class, the 10-year SBN yield also fell by -93bps to 6.07% at the end of Dec-2025. . Impact on BNI: The increase in global uncertainty and financial market volatility resulted in moderated financing demand from sectors sensitive to international trade, as well as increased exposure to market and liquidity risks. In response to this condition, BNI strengthened its risk management framework through more intensive sector monitoring and the maintenance of adequate liquidity buffers. Additionally, BNI consistently conducted stress testing to ensure balance sheet resilience.
Internal Dynamics: **Weakening Purchasing Power & Moderated Manufacturing Sector Growth in the Medium Term**
Internal challenges, which are a continuation of several of Indonesia's structural issues, included weakening purchasing power as a result of an uneven (K-shaped) recovery and other structural shifts, such as the declining proportion of the manufacturing sector in the Indonesian economy. Given that the Indonesian economy is largely driven by household consumption activities (>50% of GDP), a slowdown in consumption demand has the potential to create a spill-over into other parts of the economy, such as production activities and, consequently, corporate tax contributions to state revenue. On the other hand, these recovery challenges also sentimentally impacted capital outflows, which reached USD-7.40 billion FY2025, weakening the exchange rate by -3.7% FY2025. Impact on BNI: The weakening of public purchasing power and the moderated growth of the manufacturing sector led to increased credit risk. As a mitigation measure, BNI strengthened its growth strategy by adopting more selective and prudent approach, directing financing expansion toward the value chain of wholesale customers and broadening portfolio diversification. BNI also ensured a fast and accurate credit assessment process on its use of data leads and the implementation of data-based scoring models. These steps made its portfolio more resilient and placed BNI in a solid position for sustainable growth.

Business Prospects for 2026

MACROECONOMICS

BNI projects Indonesia's economic growth to be in the range of 4.9–5.4% (with a projected point average of 5.2%) in 2026, an increase compared to the estimated 5.1% in 2025. Domestic demand is expected to be the main driver of economic recovery, supported by more pro-consumption government policies, with public consumption accounting for more than 50% of Indonesia's economic pie. The budget for the Free Nutritious Meals (MBG) program is planned to increase by 186% to IDR335 trillion in 2026, targeting 82.9 million students, toddlers, and pregnant women. This significant increase in the MBG budget is expected to create a multiplier effect on the economy through improved purchasing power and increased consumption, as well as job creation. Furthermore, the government is committed to continuing to support the village and sub-district economy by allocating IDR182 trillion in the 2026 State Budget for MSMEs and cooperatives.

Throughout 2025, the government has launched several stimulus programs to support economic growth and pro-consumption policies. The final stimulus package in the second half of 2025 (the 8+4+5 Stimulus Package) reached IDR16.2 trillion, expected to have a broader impact and planned to continue through 2026. It includes eight accelerated programs in 2025, four follow-up programs in 2026, and five flagship programs that contribute to increasing employment opportunities. In addition, the government has launched a stimulus package in the form of Direct Cash Assistance (BLT) totaling IDR30 trillion, targeted at 35 million households.

More specifically, the eight accelerated programs in 2025 are aimed at strengthening domestic consumption and priority infrastructure. Meanwhile, the four follow-up programs in 2026 aim to ensure the sustainability of fiscal incentives and the development of priority sectors. Furthermore, the five flagship programs are expected to increase labor absorption and create new jobs in labor-intensive sectors. We believe that through this combination of policies, the government hopes to boost consumption in late 2025 and 2026, accelerate economic growth, and expand the formal labor force, particularly in the industrial, service, and tourism sectors.

Package Economy 8+4+5 Government It is expected Help Accelerate Growth Economy 2025

9 Acceleration Programs 2025						
No	Program	Recipient Benefit	Magnitude Benefit	Source Funding	Estimate Budget	
					2025 (IDR tn)	2026 (Rp tn)
1	Graduate Internship Program - REVISION	80,000 Recipients Benefit	Allowance (equivalent to UMP, approximately IDR 3.3mn/month for 6 months)	2025 State Budget 2026 State Budget	0.80	0.20
2	Direct Cash Assistance (BLT) - NEW	35 million House ladder	Direct cash assistance of IDR 300,000/month for the period of Oct-Dec 2025	2025 State Budget	30.0	-
3	Expansion of Government-Borne Income Tax (PPh 21 DTP): for workers in tourism-related sectors	552,000 workers	100% PPh 21 for 3 months (Remaining Tax Year 2025)	2025 State Budget 2026 State Budget	0.12	0.48
4	Rice Assistance (two months)	18.3 million KPM	10 kg of rice for 2 months (Oct-Nov) *) Option to be extended in Dec if budget realization is not optimal *) Assuming a rice price of IDR 18,500 including distribution costs	2025 State Budget	7.00	-
5	Contribution Assistance for Work Accident Insurance (JKK) and Death Insurance (JKM) for Non-Wage Earners (BPU) - online transportation drivers/ OJOL, base ojek drivers, drivers, couriers, logistics.	731,361 people	50% discount on JKK and JKM Contributions for 6 months JKK: Death Benefit 48x Wage, disability benefit 56x Wage, Scholarships for 2 children. JKM: Total benefit of IDR 42 million.	BPJS	0.04	-
6	Additional Service Benefits (MLT) Program for Housing – BPJS Ketenagakerjaan	1,050 units	Relaxation of interest benefits for KPR/KPA/PUMP/PRP at a maximum of BI rate +3%	BPJS	0.15	0.00
7	Cash for Work Program – Ministry of Transportation and Ministry of Public Works	609,465 people	Daily Wage (September - December 2025 projects)	2025 State Budget (Ministry of Public Works And Ministry of Transportation)	5.30	-
8	Acceleration of Deregulation for PP 28 (Integration of K/L Systems & Digital RDTR into OSS)	2025 -> 50 regions 2026-> 300 regions	Acceleration of PP 28 Derivative Regulations (Ministerial Regulations); Digital RDTR and Integration into the OSS system; IDR 3.5bn per RDTR (IDR 3bn central, IDR 0.5bn regional)	2025 State Budget 2026 State Budget	0.2	1.05
9	Urban Programs (DKI Jakarta Pilot Project): Improvement of housing quality and Provision of spaces for the gig economy		Initial Piloting Stage in DKI Jakarta, to be expanded to West Java, Central Java, East Java, Banten, Bali, Manado, Makassar, and Batam	Government contingency funds (Rp2.7 trillion) 2025 State Budget (Ministry of Creative Economy)	2.7	-
Total Budget (IDR tn)- Budget 2026 still nature temporary And only allocated on several programs					**46.3**	**1.7**
Total budget sourced from the state budget					**12.8++**	**1.7**

Source : Ministry of Finance , Coordinating Ministry of Economy , BNI Office of Chief Economist

Recapitulation of 4 Package Programs Economy : Continued in the 2026 Program				
No	**Program**	**Explanation**	**Budget (IDR tn)**	**Recipients**
1	Extension of the 0.5% Final Income Tax (PPh Final) facility for MSME taxpayers until 2029, including adjustments to the criteria for eligible MSME taxpayers.	1. Provision of a 0.5% Final Income Tax (PPh Final) incentive for Individual MSME Taxpayers to alleviate tax burdens and simplify administrative obligations. 2. For 2025, the budget allocation is set at IDR2tn. 3. 542,000 registered MSME Taxpayers (Source: Directorate General of Taxes/DJP). 4. Extended until 2029 (currently undergoing Government Regulation/PP revision).	2.0	542,000 MSMEs
2	Extension of Government-Borne Income Tax (PPh Pasal 21 DTP) for workers in tourism-related sectors (2026 State Budget).	1. Provision of Government-Borne Income Tax (PPh Pasal 21 DTP) incentives for the tourism-related sector for workers with a salary of up to IDR10mn/month. 2. Estimated budget of approximately IDR480bn (annually).	0.5	0.6 million people
3	Government-Borne Income Tax (PPh Pasal 21 DTP) for workers in labor-intensive industries (2026 State Budget).	1. In 2025, the labor-intensive industries receiving this incentive are: footwear, textiles and apparel, furniture, leather, and leather goods. 2. Workers with a maximum income of IDR10mn per month, targeting 1.7mn workers. 3. Budget allocation for 2025 amounting to IDR800bn.	0.8	1.7 million people
4	Premium discounts for Work Accident Insurance (JKK) and Death Insurance (JKM) for non-wage earners (BPU).	The program is proposed to be continued in FY 2026 and can be expanded to other Non-Wage Earners (BPU) segments: Farmers, Traders, Fishermen, Construction Workers, Domestic Workers, etc., with a total of 9,962,568 people (as of August 31, 2025). Estimated budget of IDR753bn.	0.8	10 million people
Total Estimate 2026 Budget (IDR tn)			**4.1**	

No	**Absorption Program Power Work**		
	Program	**Explanation**	**Recipients**
1	Merah Putih Village/Community Cooperatives	81,487 legally incorporated cooperatives have been established as of September 14, 2025. KDMP/KKMP is estimated to recruit 681 thousand people through Sep-2025, with projections exceeding 1 million people by the end of Dec-2025.	681,000 as of Sep-2025 and 1,385,279 as of Dec-2025
2	Merah Putih Fishermen Villages	This year, 100 Villages are expected to absorb 8,645 workers, with long-term projections of creating 200,000 jobs.	8,645 in 2025 and 200,000 in the medium term
3	Pantura Fishpond Revitalization	Revitalization of a 20,000-hectare area, which has the potential to absorb 168,000 workers.	168,000
4	Fishermen Vessel Modernization	Modernization program for 1,000 fishermen vessels, estimated to create nearly 200,000 jobs.	200,000
5	Smallholder Plantations	Replanting program covering 870,000 hectares by the Ministry of Agriculture, projected to open 1.6 million jobs within 2 years.	1,600,000 within two years
Total Absorption Energy Work Year This			**2.2 million energy work**
Total Absorption Energy Work Term Secondary			**3.6 million energy work**

Source : Ministry Finance , Ministry Coordinator Field Economy , BNI Office of Chief Economist

From a price perspective, we see inflation projected to rise to ~3.1% in 2026, remaining within Bank Indonesia's target range of 2.5% +/- 1%. This increase in inflation is due to several factors, including the low-base effect from early 2025, where the government offered electricity tariff discounts, which will impact electricity inflation in 2026; potential food inflation due to increased food demand; and disruptions to the supply of several food items due to the natural disaster in Sumatra and the ongoing gradual recovery process.

Conversely, external price stability, as reflected in the exchange rate, is also expected to remain under pressure, averaging IDR 16,600 per US dollar in FY2026. Fundamentally, we see a potential widening of the current account deficit in 2026, driven by the normalization of exports following the frontloading effect implemented in 2025 as a precautionary measure against Trump-era tariff policies, along with a potential increase in imports

supported by increased demand and the possibility of higher food imports. Furthermore, expectations of a potential balance of payments surplus from the capital and financial account remain limited, given the persistently high global geopolitical risks.

The government and Bank Indonesia have also implemented a series of policies, including monetary easing, fiscal expansion, and liquidity injections in the banking sector. From a monetary policy perspective, monetary easing includes a 125 bps interest rate cut in 2025 and the potential for another 25 bps cut in 2026. This is followed by macroprudential policies, namely the Macroprudential Liquidity Policy (KLM), which provides discounts on the Minimum Reserve Requirement (GWM) for lending to certain sectors. Furthermore, the government will provide liquidity to state-owned banks (Himbara) in September and November 2025 to boost credit growth momentum. The potential for increased domestic demand due to the combination of policies as described above is expected to maintain the momentum of credit growth in the range of 9-13% in 2026 (with a point estimate of 11%), supported by accelerated growth in third party funds (DPK) to the range of 8-12% (with a point estimate of 10%).

Projection BNI OCE Macroeconomics 2025-2026

	2024A	2025E	2026F
GDP growth (%, FY)	5.0	4.7 – 5.2	4.9 – 5.4
Inflation (%, FY)	1.6	1.5 – 2.7	2.2 – 3.1
BI7DRRR (%)	6.00	4.50 – 5.75	4.25 – 5.50
Exchange rate (Rp/USD, average)	15,844	16,500 – 17,500	15,900 – 17,000
DPK growth (% YoY)	4.5	5.0 – 8.0	8.0 – 12.0
Credit growth (% YoY)	10.4	7.0 – 11.0	9.0 – 13.0

From a sectoral perspective, the prospective sectors for 2026 are dominated by the food and beverage, information and communications, and warehousing and transportation support services industries. All three have consistently recorded GDP and credit growth above the national average, accompanied by low non-performing loans (NPLs). Government fiscal spending and increasing penetration of trade channels through electronic systems/ PMSE (e-commerce) and logistics are key factors maintaining the attractiveness of these sectors. Furthermore, the metal goods, electronics, and computer industries, healthcare, maritime and rail transportation, and electricity sectors also occupy strategic positions in driving economic growth. Economic stimulus from transportation tariff discounts, increased government health spending, and significant investment in renewable energy make these three sectors not only economically promising but also support the long-term development agenda.

Overall, these prospective sectors reflect an ideal combination of high growth performance, policy support, and resilience to external shocks. With solid domestic demand, increasing investment, and encouraging fiscal and monetary policies, this prospective sector is expected to be the main driver of the Indonesian economy in the 2025-2026 period, as well as a top priority for bank financing expansion.

In addition to the above, we see potential benefits for the Indonesian economy following the signing of the Indonesia-European Union Trade Agreement (IEU CEPA), which takes effect in 2027. Sectors likely to benefit include agriculture, such as palm oil, coffee, fisheries, and various spices. Furthermore, textile products, such as apparel and footwear, also have the potential to receive tariff reductions of up to 0%. Upon implementation of the agreement, Indonesian products will immediately enjoy 0% tariffs in 90% of the EU market, with further tariff reductions to follow gradually.

Going forward, a macroeconomic risk that still needs to be monitored is geopolitical uncertainty and its implications for financial markets.This is considering the continued VUCA (volatility, uncertainty, complexity, and ambiguity) global conditions amidst the implementation of reciprocal tariffs by the US. In more detail, the impact of tariffs on the Chinese economy must be continuously monitored, given that Indonesia's economic concentration with China is higher than that of other countries.

Domestically, one risk that is expected to persist is the risk of exchange rate volatility. Indonesia's twin deficits (current account deficit and fiscal budget deficit) could put pressure on the Rupiah if not accompanied by a corresponding influx of direct investment (DDI and FDI). Therefore, continued structural reforms, both in hard and soft infrastructure (education reform, bureaucracy reform, legal certainty, and policy certainty), are crucial for attracting higher levels of direct investment in the future.

IEU CEPA tariffs

Origin	Product	Rates Before IEU-CEPA	Rates After IEU-CEPA	Time Effective Imposition Rates
EU >> Indonesia	Motor Vehicles	Up to 50%	0%	The majority will be eliminated within 5 years
	Electrical machinery and equipment	Up to 15%	0%	The majority will be duty-free upon entry into force (EIF), with the remainder within 5 years
	Chemicals	Up to 25%	0%	
	Pharmaceutical products	Up to 15%	0%	The majority will be duty-free upon entry into force (EIF), with the remainder within 3 years
	Processed foods	Up to 30%	0%	The majority will be eliminated upon entry into force (EIF)
	Dairy products	Up to 10%	0%	Upon implementation of the agreement, Indonesian products will immediately enjoy 0% tariffs in 90.40% of the European Union market, with further gradual tariff reductions to follow.
	Meat products	5-20%	0%	
Indonesia >> EU	Palm oil (CPO & derivatives, biodiesel)	7-10%*	0%	
	Textiles and textile products	9-12%*	0%	
	Footwear	7-11%*	0%	
	Fisheries (tuna, shrimp, etc.)	6-10%*	0%	
	Coffee & spices	1-3%	0%	

Source : WITS, European Commission , BNI Office of Chief Economist
* year 2023 rates

Performance Projections for 2026

Taking into account the promising business outlook and potential, as well as macroeconomic and microeconomic conditions that generally continue to support the growth of the banking industry, BNI has formulated its Bank Business Plan (RBB) for 2026. The preparation of the 2026 RBB was carried out in a comprehensive manner, with due consideration given to economic dynamics, government policy directions, regulatory developments, and trends in the financial services industry. Under the 2026 RBB, BNI has identified several key strategic priorities as the foundation for strengthening business performance and sustaining long-term growth, including the following:

Performance Indicator	2026 Projection
Quality Balance Sheet Growth	
Credit Growth	8.0%-10.0%
DPK Growth	4.0%-6.0%
CASA Rati	> 70%
NPL Gross	< 2.0%
Credit Cost (CKPN Cost to Total Loans)	1.0%-1.2%
Profitability	
Net Interest Margin (NIM)	3.5%-3.8%
Return on Equity (ROE) - Equity Based	12.0%-13.0%
Capital Structure	
Capital Adequacy Ratio (CAR)	18.0%-21.0%

Historically, credit growth has exhibited a strong correlation with GDP growth. With domestic economic stability remaining intact, the expansion of banking intermediation is also expected to continue. Credit disbursement in 2026 is projected to sustain its positive momentum, particularly in resilient sectors and sectors prioritized by the government. From an internal perspective, BNI also aspires to achieve stronger growth of 8.0% - 10.0% compared with 2025 (year on year). In addition to the corporate and consumer segments, which remain the primary growth engines, BNI also sees opportunities for stronger credit growth in the small and medium segments.

Third-party funds (DPK) across the banking industry are expected to continue growing at a healthy pace, although banking liquidity may be relatively tight in the first half of 2026. Nevertheless, by maintaining a growth focus on retail and transactional deposits, continuing the optimization and development of wondr by BNI (the personal banking super-app) and BNIdirect (the business banking transactional platform), as well as other digital platforms that strengthen the customer journey, and by encouraging the entire outlet network and subsidiaries to enhance productivity and identify leading business potential in their respective regions, the Company projects DPK growth in the range of 4.0%-6.0% year on year (YoY).

From an asset quality perspective, through an ongoing transformation program initiated in 2021, the Company has undertaken fundamental improvements in its credit processes and risk management, including the use of credit scoring and digitalization in the small segment, as well as optimization of the corporate segment value chain. These initiatives are expected to enable healthy growth in the small and medium segments. In line with selective and prudent credit growth, the non-performing loan (NPL) ratio has continued to show impressive and sustainable improvement, with the 2026 projection expected to improve to below 2.0%.

The projected high-quality balance sheet growth is expected to have a positive impact on BNI's profitability in 2026. Accordingly, net interest margin (NIM) is projected to be in the range of 3.5%-3.8%, while equity-based return on equity (ROE) is expected to reach 12.0%-13.0%. This projected increase in profitability is also expected to strengthen capitalization, as reflected in a Capital Adequacy Ratio (CAR) maintained range of 18.0%–21.0%. This level provides BNI with sufficient capacity to meet the needs of business expansion and investments across the BNI Group, as well as to deliver attractive dividends, without adversely affecting capital adequacy.

Pursuant to BNI's stock prospectus, it is BNI's policy to deliver a minimum dividend of 25% of annual net profit, the amount of which shall be determined at the GMS.

With these increasingly positive performance projections, the Company is optimistic that profit in 2026 will improve. This is in line with BNI's commitment to delivering optimal value to all stakeholders, particularly shareholders.

In achieving the stated projections, and in reference to the Business Plan outlined in the 2025-2027 Bank Business Plan (RBB) document, BNI has established strategic policies for 2026 as part of its efforts to continue growing in line with market demand, which include the following:

1. **Continuing the Branch Transformation Journey with a focus on enhancing business productivity, service quality, and regional market share**
   BNI continues its Branch Transformation Journey through the implementation of the New Region, Area, and Branch Model, as well as the optimization of conventional and digital distribution networks that are fully integrated with the customer journey and the advisory and service-to-sales model. The role of Regions is strengthened as ecosystem orchestrators by leveraging Points of Interest (POI) in each region. These initiatives are further supported by the streamlining of outlet processes through digitalization and the integration of online–offline solutions to enhance productivity and service quality.

2. **Strengthening the funding structure and enhancing transactional banking through accelerated digital transformation**
   BNI strengthens its funding structure and transactional banking by focusing on the CASA franchise/retail counter rate and wholesale operating accounts. Sustainable CASA development is driven through a POI-based approach, including payroll, merchants, business owners, and other transaction potentials. The optimization of digital platforms, including wondr by BNI as the primary retail channel and BNIdirect for the wholesale segment, along with the strengthening of international banking through nostro and global payments platforms, is undertaken to drive transaction volumes and fee-based income.

3. **Diversifying business growth across segments in a balanced, healthy, and resilient manner**
   BNI promotes balanced business growth diversification by strengthening the corporate segment through corporate solutions, SOEs, and government ministries/institutions, as well as optimizing the value chain in the enterprise and commercial segments. In the small segment, the focus is directed toward penetrating prospective micro markets and supporting MSME development. Consumer growth is focused on payroll loans, primary mortgages, and FLPP, complemented by the enhancement of wealth services through BNI Emerald and BNI Private to strengthen the competitiveness of the BNI Group.

4. **Proactive risk management through enhanced risk capabilities and culture**
   BNI strengthens proactive risk management by reinforcing risk culture and capabilities across the three lines of defense. Business process reengineering is implemented in both retail and wholesale segments, particularly in credit processes through digitalization. Risk monitoring is further enhanced, especially in the detection and management of LAR/NPL, supported by closer collaboration between business units and risk units.

5. **Strengthening enablers to drive productivity improvements and operational efficiency**
   BNI enhances its enablers through the utilization of advanced analytics and the optimization of operational processes to improve productivity. IT architecture across back-end, front-end, and security layers is strengthened to support system reliability and evolving business needs. Operational excellence is driven through digitalization and disciplined operating cost management, complemented by the continuation of sustainable human capital transformation.

Marketing Aspect

MARKETING STRATEGY

BNI is committed to consistently delivering best-in-class products and services to expand market share, strengthen brand image, and create added value for all stakeholders. Amid the rapid acceleration of the digital era, BNI continues to reinforce its digital transformation strategy to become a leading financial institution that excels in adapting to change, responding to dynamic market needs, and navigating increasingly intense industry competition.

In communicating its products and services, BNI implements an integrated marketing communications strategy by maximizing the use of various digital channels, both for corporate communications and product promotion. These communication messages are anchored in BNI's aspiration to become a state-owned bank with global capabilities, while also positioning itself as a modern, inclusive, and digitally driven bank.

As a bank with an international network, BNI continues to strengthen its overseas presence as a business connector between Indonesia and the global market. BNI serves as a gateway for investors, the Indonesian diaspora, and potential customers to support the growth of its international banking business. In parallel, BNI develops a wide range of digital products and services for both wholesale and retail segments, enabling the Bank to make a meaningful contribution to national economic growth. This aspiration also underpins BNI's corporate message, which was reaffirmed during its 79th anniversary in 2025 through a strategic communication theme that emphasized the spirit of transformation and BNI's active role in realizing Golden Indonesia Vision 2045.

In terms of digital marketing, BNI continues to optimize the use of its owned media platforms to reach a broader and more diverse audience. Throughout 2025, BNI actively engaged audiences through its official social media channels, including Instagram @bni46 with 2,019,227 followers, Facebook with 448,905 fans, Twitter/X @BNI with 1,139,017 followers, TikTok with 908,218 followers, and YouTube with 63,564 subscribers. Intensive organic activities and relevant content have positioned BNI's social media platforms among the channels with the highest follower base and engagement levels in the national banking industry.

In addition to digital media, BNI also conducted various campaigns through conventional media such as television, radio, out-of-home (OOH), and public transportation to reach offline audiences on a broader scale. At the same time, online media strategies involving publishers, KOLs/influencers, and other digital platforms continue to be leveraged to expand reach across all segments of society. For specific target segments, BNI actively carries out branding and engagement initiatives through events, sponsorships, and activations at premium and strategic locations.

MARKET SHARE

Account	2025	2024	2023	Increase (Decrease) 2024-2025		
				Nominal	Percentage (%)	Trend
Based on Banking Industry Assets						
Industry*) (IDR-billion)	13.390	12.461	11.766	929	7,5	↑
BNI (IDR-billion)	1.362	1.130	1.087	232	20,5	↑
Industry Market Share (%)	10,2	9,1	9,2		1,1	↑
Based on Banking Industry Outstanding Loans						
Industry*) (IDR-billion)	8.314	7.827	7.090	487	6,2	↑
BNI (IDR-billion)	900	776	695	124	16,0	↑
Industry Market Share (%)	10,8	9,9	9,8		0,9	↑
Based on Outstanding Third Party Funds in the Banking Industry						
Industry*) (IDR-billion)	9.898	8.837	8.458	1.061	12,0	↑
BNI (IDR-billion)	1.041	806	811	235	29,2	↑
Industry Market Share (%)	10,5	9,1	9,6		1,4	↑
Comparison of Capital Adequacy Ratio (CAR) with the Commercial Bank Industry Average						
Industry*) (%)	26,1	26,7	27,7		(0,6)	↓
BNI (%)	20,7	21,4	22,0		(0,7)	↓
Comparison of Operating Expenses to Operating Income (BOPO) Ratio with the Commercial Bank Industry Average						
Industry*) (%)	73,1	81,3	78,9		(8,2)	↓
BNI (%)	72,9	70,0	68,4		2,9	↑
Comparison of Return On Asset (ROA) Ratio with Commercial Bank Industry Average						
Industry*) (%)	2,5	2,7	2,7		(0,2)	↓
BNI (IDR-billion)	2,1	2,5	2,6		(0,4)	↓
Comparison of Loan to Total Deposits (LDR) with the Average of the Commercial Bank Industry						
Industry*) (%)	84,0	88,6	83,8		(4,6)	↓
BNI (%) – Parent Entity	86,4	96,1	85,8		(9,7)	↓

*) Source: Indonesian Banking Statistics, Financial Services Authority, Position as of October 2025

MARKET SHARE BASED ON ASSETS

BNI continues to reinforce its role as one of the largest banks in Indonesia based on total assets. Throughout 2025, BNI's total assets grew to IDR1,362 trillion, representing an asset market share of 10.2% of the national banking industry. This performance reflects solid business fundamentals, prudent asset management, and the successful implementation of sustainable growth strategies in support of long-term value creation.

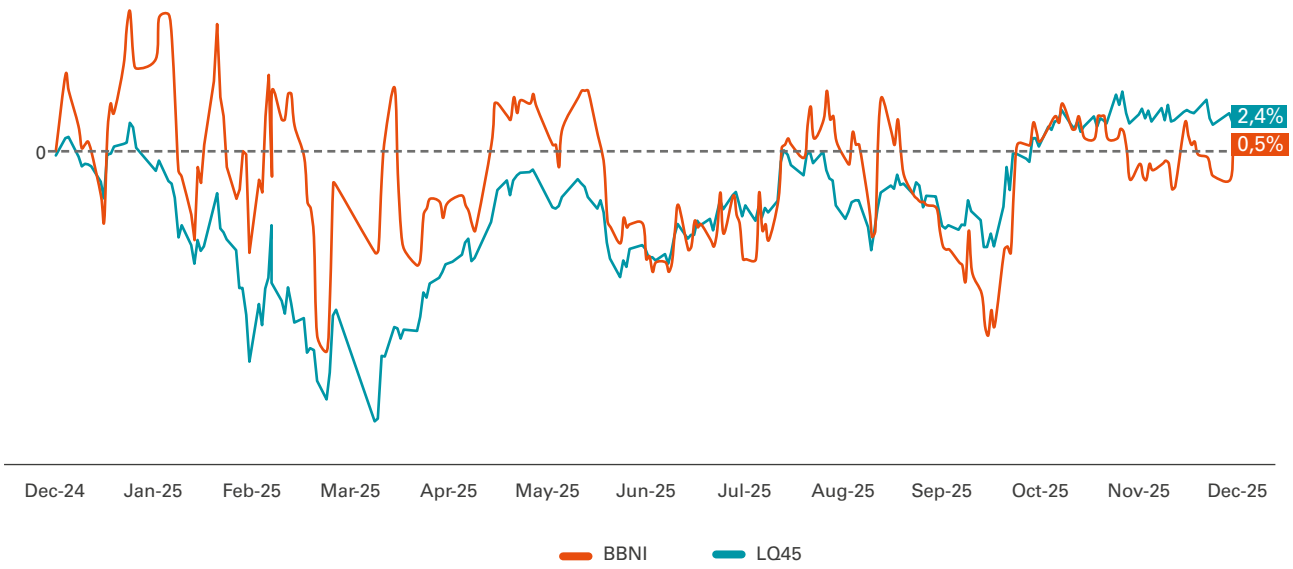
MARKET SHARE BASED ON THIRD PARTY FUNDS (TPF)

In terms of fund mobilization, BNI continues to strengthen its position as one of the banks with the largest Third-Party Funds (DPK) in Indonesia. In 2025, BNI's DPK reached IDR1,041 trillion, accounting for a 10.5% market share of the national banking industry. This achievement reflects sustained customer confidence and the success of an integrated funding strategy, supported by the strengthening of the retail funding base, optimization of the product portfolio, and consistent utilization of digital capabilities to support a sustainable funding structure.

MARKET SHARE BASED ON LOANS DISBURSED

By upholding the principles of prudence, asset quality, and integrated risk management, BNI strategically accelerated credit disbursement throughout 2025. Total loans disbursed reached IDR900 trillion, representing a market share of 10.8% of the national banking industry. This achievement underscores BNI's capability to manage high-quality credit growth through selective and diversified financing allocation, with a focus on productive sectors, thereby supporting sustainable national economic growth while strengthening the Company's long-term business resilience.

COMPARISON OF BNI STOCK PERFORMANCE AND LQ-45 (YTD) IN 2025



Amid various external dynamics throughout 2025, BNI once again demonstrated resilience and solid performance. The Company successfully maintained healthy growth, delivered optimal returns to shareholders, and strengthened market confidence. Its commitment to transformation focused on reinforcing fundamentals was reflected in BNI's success in improving liquidity and capital adequacy, expanding a balanced financing portfolio across all segments, and maintaining a sound risk profile as evidenced by well-managed NPL and credit cost ratios. This transformation serves as a key foundation for BNI in delivering sustainable and optimal Return on Equity (ROE).

As the first year of the new administration unfolded, BNI positioned itself as one of the Government's strategic partners in driving national economic growth. A range of business opportunities emerged in line with priority economic policies aimed at accelerating GDP growth, strengthening energy and food security, empowering MSMEs, promoting downstream industrialization, and developing the housing sector. The smooth and stable government transition helped bolster market confidence and served as a positive catalyst for banking credit expansion.

The year 2025 marked an important phase in the continuation of BNI's transformation agenda. The focus was directed toward strengthening the third-party funds structure, particularly from the more stable and lower-cost retail segment. Two strategic initiatives were pursued simultaneously. First, the branch network transformation was further advanced by strengthening the role of branches as centers of sales activity (sales culture), shifting away from the traditional function that focused primarily on transactional services. This initiative fostered more productive work patterns and greater responsiveness to customer needs.

Second, BNI deepened its digital transformation to reinforce its position as one of Indonesia's leading systemic banks. Following the launch of the new BNIdirect and wondr by BNI in the previous year, throughout 2025 BNI continued to enrich features and enhance user experience through digital ecosystem integration, the utilization of data analytics, and the strengthening of cybersecurity capabilities. As of today, registered users of wondr by BNI have exceeded 12 million, further reinforcing the Bank's digital ecosystem and supporting the sustainable growth of low-cost funds (CASA).

As of the close of trading on the Indonesia Stock Exchange on December 31, 2025, BBNI shares closed at IDR4,370 per share, recording a year-on-year (YoY) change of 0.5%, in line with the positive performance of the LQ45 index, which rose 2.4% YoY. The average share price for FY25 stood at IDR4,283, representing a decline of 18.2% compared with FY24. These movements reflected adjustments in investor expectations in response to evolving market and banking sector conditions throughout the year.

In addition, BBNI's market capitalization at the end of 2025 reached IDR163 trillion. Trading liquidity remained strong, with total transaction value amounting to IDR62.5 trillion, positioning BBNI among the stocks with the highest turnover in the market. Throughout 2025, BNI recorded net foreign selling of IDR4.22 trillion, equivalent to 2.6% of total market capitalization, driven by external factors.

With solid fundamentals and consistent transformation, BNI remains optimistic about its ability to sustainably enhance profitability and create added value for all stakeholders. The strategies implemented throughout 2025 serve as an important foundation for maintaining BNI's role as a key pillar in supporting national economic growth.

Dividend and Distribution Policy [ACGS C.2.4]

BASIS OF DIVIDEND DISTRIBUTION POLICY

BNI implements a cash dividend payment policy referring to the Bank's Articles of Association. The Articles of Association governs that in the Annual GMS, the Board of Directors shall submit a proposed use of net profit on condition that the Bank has earned a positive profit to the Annual GMS, here referred to as the amount of dividends to be distributed to the Shareholders. Dividends shall only be paid based on decisions taken in the Annual GMS. The Company shall then make cash dividend payments to entitled Shareholders no later than 30 (thirty) days after the announcement of the Summary of Minutes of the GMS which decided on the distribution of cash dividends. Further, referring to Article 70 and Article 71 of Law No. 40 of 2007 concerning Limited Liability Companies, it is stipulated that all net profit after the provision for reserves is deducted shall be distributed to shareholders as dividends, unless otherwise specified in the GMS. The use of net profit including the determination of the amount of provision for reserves is decided by the GMS. Dividends shall only be distributed if the Bank has positive retained earnings.

BNI has had and implemented Dividend Policy Guidelines and has published them on its official website. In the Policy Guidelines, BNI's dividend distribution shall be a minimum of 25% of net profit per year in line with the BNI prospectus, the amount of which is determined at the GMS. BNI's Dividend Policy Guidelines regulate, among others:

1. Purpose of Dividend Policy.
2. Principles of Dividend Distribution.
3. The Company's considerations in distributing Dividends.
4. Type of Dividend
5. Amount of Dividend distributed
6. Approval mechanism for proposed Dividend distribution
7. Period of Dividend payment
8. Tax provisions for Dividend distribution
9. Authority of the Financial Services Authority and the Company in certain circumstances
10. Policy communication
11. Dividend Policy update period

DIVIDENDS DISTRIBUTED IN 2025 AND DIVIDEND DISTRIBUTION HISTORY

BNI's Annual GMS for the 2024 financial year held on March 26, 2025, approved the use of Net Profit for the 2024 Financial Year of IDR21,463,598,519,413.70 (twenty-one trillion four hundred sixty-three billion five hundred ninety-eight million five hundred nineteen thousand four hundred thirteen rupiah and seventy cents) with the following details:

1. 65% or IDR13,951,339,037,618.90 or IDR374.05748422250 per share was determined as Cash Dividends. The payment was made with the following provisions:
   a. Dividends of the Republic of Indonesia's portion of IDR8,370,803,422,720.61 were deposited into the State Treasury account.
   b. Dividends for the 2024 Financial Year were paid proportionally to each Shareholder whose names were registered in the Shareholders register on the Recording Date.
   c. The Board of Directors was delegated the power and authority with the right of substitution to:
      i. Determine the schedule and procedures for distribution related to the payment of Dividends for the 2024 financial year in accordance with applicable provisions.
      ii. Deduct Dividend tax in accordance with applicable tax regulations.
      iii. Decide on other technical matters in accordance with applicable provisions. 35% or IDR7,512,259,481,794.79 was determined as Retained Earnings.

Based on this decision, the GMS has approved the payment of dividends from net profit of IDR13,951,339,037,618.90 or at least IDR374.05748422250 per share that would be distributed to shareholders with the following schedule and procedures for the distribution of cash dividends for the 2024 Financial Year:

No	Description	Date
	End of Trading Period Shares with Dividend Rights (Cum Dividend)	
	• Regular and Negotiation Market	April 14, 2025
	• Cash Market	April 16, 2025
	Beginning of Stock Trading Period Without Dividend Rights (Ex Dividend)	
	• Regular and Negotiation Market	April 15, 2025
	• Cash Market	April 17, 2025
	List of Shareholders entitled to Dividends (Recording Date)	April 16, 2025
	Cash Dividend Payment Date	April 25, 2025

Description: Taking into account international best practice, the company will make payments in 2024 within 30 (thirty) days from the date of the GMS approving the use of the Company's net profit to be paid as cash dividends. GMS approving the use of the Company's net profit to be paid as cash dividends. [ACGS A.1.1]

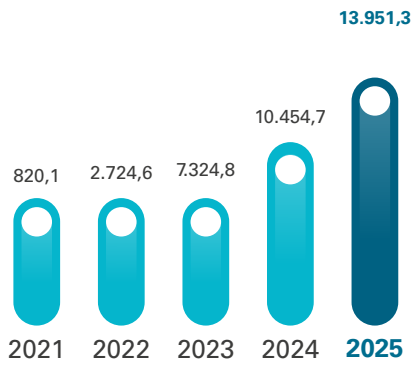
The following details procedure for distributing cash dividends from BNI's net profit for the 2024 Fiscal Year:

1. Cash Dividends were distributed to Shareholders whose names were registered in the Shareholders Register ("DPS") or recording date and/or shareholders in the securities sub-account at PT Kustodian Sentral Efek Indonesia ("KSEI") at the close of trading on April 10, 2025.
2. For Shareholders whose shares were included in KSEI's collective custody, cash dividend payments were made through KSEI and distributed on April 24, 2025, into the Customer Fund Account (RDN) at the securities company and/or custodian bank where the Shareholders have a securities account. Meanwhile, for Shareholders whose shares were not included in KSEI's collective custody, cash dividend payments would be transferred to the Shareholder's account.
3. The cash dividends were subject to tax in accordance with applicable tax laws and regulations.
4. Based on the applicable tax laws and regulations, the cash dividends would be exempt from taxation if received by domestic corporate taxpayer shareholders ("DN Corporate Taxpayers") and the Company did not deduct Income Tax on the cash dividends paid to the referred Domestic Corporate Taxpayers. Cash dividends received by domestic individual taxpayer shareholders ("DN Taxpayers") would be exempt from taxation as long as the dividends were invested in the territory of the Republic of Indonesia. For Domestic Taxpayers who did not meet the investment requirements as stated above, the Cash Dividends received by the person concerned would be subject to income tax ("PPh") in accordance with the applicable laws and regulations, and the PPh must be paid by the relevant Domestic Taxpayers themselves in accordance with the provisions of Government Regulation No. 9 of 2021 concerning Tax Treatment to Support Ease of Doing Business.
5. Shareholders could obtain confirmation of dividend payments through securities companies and/or custodian banks where the Shareholders had securities accounts, then the Shareholders were required to be responsible for reporting the receipt of the said dividends including in the tax reporting in the relevant tax year in accordance with the applicable tax laws and regulations.
6. For Shareholders who were Foreign Taxpayers whose tax deductions would use rates based on the Double Tax Avoidance Agreement ("P3B"), they had to fulfill the requirements of the Regulation of the Director General of Taxes No. PER-25/PJ/2018 concerning Procedures for Implementing the Double Tax Avoidance Agreement and submit proof of record documents or receipts of DGT/SKD that have been uploaded to the Directorate General of Taxes website to KSEI or BAE within the deadline according to KSEI regulations and provisions, and without the said documents, cash dividends paid would be subject to Article 26 Income Tax of 20%.

Distribution and payment history of dividends for the last 5 (five) years is as follows:

	Dividend Distribution Year				
	2025 (For Business Results In 2024)	2024 (For Business Results In 2023)	**2023** (For Business Results In 2022)	**2022** (For Business Results In 2021)	**2021** (For Business Results In 2020)
Cash Dividend Distributed (IDR billion)	13.951,3	10.454,7	7.324,8	2.724,6	820,1
Dividend per Share (IDR)	Rp374,1	280,5	196,4	146,3	44,0
Percentage of Total Dividends to Net Profit (%)	65% of net profit for the year attributable to owners of the parent entity for the 2024 fiscal year	50% of net profit for the year attributable to owners of the parent entity for the 2023 fiscal year	40% of net profit for the year attributable to owners of the parent entity for the 2022 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2021 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2020 fiscal year
Announcement Date	March 27, 2025	March 5, 2024	March 16, 2023	March 17, 2022	March 31, 2021
Payment Date	April 25, 2025	April 2, 2024	April 14, 2023	April 14, 2022	April 30, 2021

Perkembangan Jumlah Dividen Kas yang Dibagikan 5 Tahun Terakhir
(IDR billion)



BNI's Contribution to National Development

TAXES

BNI consistently fulfills its tax obligations in full compliance and on time, including payment of Corporate Income Tax, Withholding/Collection Income Tax, VAT, stamp duty, and other taxes. Furthermore, BNI consistently submits tax obligation documents, both Annual and Monthly Tax Returns, as well as various other reporting documents to regulatory agencies in accordance with applicable regulations. As part of its commitment to making a real contribution to the state, BNI plays an active role as both a taxpayer and a tax withholding agent.

2023 - 2025 Tax Payment (Bank Only)

Tax Type	2025 (Rp-billion)	2024 (Rp-billion)	2023 (Rp-billion)	Increase (Decrease) 2024-2025		Increase (Decrease) 2023-2024	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
PPN	678	537	653	141	26,3% ↑	(116)	(17,76) ↓
Income Tax withholding/collection*)	6.894	6.125	4.910	769	12,6% ↑	1.215	24,74 ↑
Corporate Income Tax	3.066	4.131	4.387	(1.065)	(25,8%) ↓	(255)	(5,82) ↓
Other Tax	159	101	111	58	57,4% ↑	(11)	(9,74) ↓
Total	10.797	10.894	10.061	(97)	(0,9%) ↓	833	8,3 ↑

*) Withholding/Collection Income Tax consists of Income Tax Articles 21/26, 15, 22, 23/26, and Income Tax Article 4 paragraph (2).

DIVIDENDS

BNI's cash dividend payments are made in accordance with the Bank's Articles of Association, which stipulate that at the Annual General Meeting of Shareholders (AGMS), the Board of Directors shall submit a proposal for the use of net profit should the Bank has a positive profit, and that all net profit, after deducting the reserve allocation, shall distributed to shareholders as dividends, unless otherwise determined by the GMS. Referring to Article 70 and Article 71 of Law No. 40 of 2007 concerning Limited Liability Companies, all net profit, after deducting the reserve allocation, is distributed to shareholders as dividends, unless otherwise determined by the GMS. The use of net profit, including the determination of the reserve allocation amount, is decided by the GMS. Dividends may only be distributed if the Bank has a positive retained earnings balance.

According to BNI's stock prospectus, BNI's dividend policy is a minimum of 25% of net profit per year, the amount of which will be determined at the GMS.

BNI's Annual GMS for Fiscal Year 2024, held on March 26, 2025, approved the payment of dividends from BNI's net profit for Fiscal Year 2024 of IDR13,951,339,037,618.90 (65% of net profit for Fiscal Year 2024), or at least DR374.057,484,222,50 per share. The dividend amount for 1 (one) share of Series A Dwiwarna Shareholders is IDR374.06, and for Shareholders holding more than 5% of the shares is IDR374.06, as stipulated in the Minister of State-Owned Enterprises Letter No. S-270/MBU/03/2025 dated March 27, 2025 amounting to IDR8,370,803,422,346.56. Cash dividends are paid proportionally to each Shareholder whose name is recorded in the Shareholder Register on the recording date, namely April 16, 2025. Cash dividends have been paid on April 25, 2025.

Information Regarding the Realization of Use of Public Offering Proceeds

PUBLIC OFFERING OF SHARE SECURITIES ON

November 25, 2010, at the Extraordinary General Shareholders' Meeting, the shareholders decided, among other matters, to increase the issued and paid-up capital through a limited public offering with preemptive right (LPO III) to shareholders for the issuance of 3,374,715,948 new Class C shares with a nominal value of IDR375 (full amount) per share. The Preemptive Rights could be traded on and off the Indonesia Stock Exchange (IDX) from December 10, 2010 to December 16, 2010, taking into account the applicable provisions in the capital market.

Total Proceeds

Proceeds generated from the Rights Issue III, the net realized value after share issuance costs were deducted was IDR10.2 trillion. Here is the proposed allocation scheme of proceeds from the Limited Public Offering III:

1. 80% for Corporate, Commercial, Small Business and Consumption loans;
2. 15% for infrastructure development in information technology, outlets, ATMs and others;
3. 35% for the development of subsidiaries, namely BNI Life, BNI Syariah, BNI Sekuritas and BNI Finance.

Fund Balance

On December 31, 2018, the proceeds from the Limited Public Offering III were Nil, as 100% of the funds obtained had been distributed.

Use Of Proceeds Realization From Limited Public Offering III	Nominal
Proceeds from Public Offering (after expenses) - nett	IDR10,216,388,163,029
Use of Proceeds Realization	
About 80% used for corporate, commercial, small business and consumer loans	as of December 31, 2014 IDR8,173,110,530,423,
About 15% used for infrastructure development on information technology, outlets, ATMs and others	as of December 31, 2014 IDR1,532,458,224,454,
About 5% used for the development of subsidiaries namely BNI Life, BNI Syariah, BNI Securities and BNI Finance	as of December 31, 2014 Rp510,819,408,152,
Balance of Funds	Niil

In 2025, BNI was not obliged to submit a report on the realization of the use of funds from a public offering in accordance with OJK Regulation No. 30/POJK.04/2015 concerning Realization Report on the Use of Public Offering Proceeds.

PUBLIC OFFERING OF SUBORDINATED MTN BONDS

Subordinated Medium Term Notes (MTN)

BNI issued Subordinated MediumT erm Notes (MTN) with the aim of strengthening supplementary capital (tier 2) and working capital for business development, especially lending and increasing the composition of the long-term fund association structure, in accordance with OJK Regulation No. 11/POJK.03/2016 concerning the Minimum Capital Adequacy Requirement for Commercial Banks as amended by OJK Regulation No. 34/POJK.03/2016.

This Subordinated MTN is not guaranteed by any special collateral, including not guaranteed by the Bank or its Subsidiaries, the Republic of Indonesia or other third parties and is not included in the bank guarantee program implemented by the Deposit Insurance Agency or its replacement in accordance with the applicable laws and regulations and follows the provisions in article 19 paragraph (1) letter f in accordance with OJK Regulation No. 11/POJK.03/2016, as amended by OJK Regulation No. 34/POJK.03/2016 and is a subordinated Bank obligation, in accordance with the provisions of the Subordinated MTN issuance agreement. The rights of Subordinated MTN holders are junior to the rights of other creditors.

Information about the Subordinated MTN Offered Subordinated

MTN were issued in the amount of IDR100,000,000,000.00 with a coupon payment period of 8% p.a and every 3 months (quarterly), based on the interest calculation of 30/360 with a tenor of 5 (five) years.

Name	Subordinated Medium Term Notes I BNI - 2018
Principal amount	IDR100,000,000,000
Bid Price	100.00% from Subordinated MTN principal value
Tenor	5 years from date of issue
Coupon Rate	8.00% per annum
Type of Interest Rate	Fixed
Interest Payment Periode	Quarterly
First Interest Payment Date	November 10, 2018
Collateral	This Subordinated MTN is not guaranteed by any special collateral, including not guaranteed by the company or subsidiaries, the Republic of Indonesia or other third parties, and is not included in the bank guarantee program in the deposit insurance agency, in accordance with applicable laws and regulations, and following the provisions in Article 19 Paragraph (1) point f in POJK No. 11/POJK.03/2016 as amended by the Financial Services Authority Regulation No. 34/POJK.03/2016 and is a subordinated liability of the Company, in accordance with the provisions of the Subordinate MTN issuance agreement. The rights of Subordinated MTN holders are junior to the rights of other corporate creditors at the time of liquidation in accordance with the applicable laws and regulations.
Securities Rating	idAA (double A flat) from PT Pemeringkat Efek Indonesia (Pefindo)

Purpose of Use of Subordinated MTN Funds

The issuance of the Subordinated MTN aims to comply with OJK Regulation No. 14/POJK.03/2017 article 24 and article 37 concerning the Recovery Plan, in which systemic banks are required to have capital characteristics debt notes by December 31, 2018 at the latest.

Subordinated MTN Fund Balance

As of December 31, 2025, the Subordinated MTN balance was 0 (already paid off).

Subordinated MTN Interest Payment Schedule

The interest rate of 8% per year was paid periodically every 3 (three) months with the following schedule:

Subordinated MTN Interest Payments

Interest No.	Date of Interest Payment	Interest (%)
1	November 10, 2018	8.0
2	February 10. 2019	8.0
3	May 10. 2019	8.0
4	August 10. 2019	8.0
5	November 10. 2019	8.0
6	February 10. 2020	8.0
7	May 10. 2020	8.0
8	August 10. 2020	8.0
9	November 10. 2020	8.0
10	February 10. 2021	8.0

Interest No.	Date of Interest Payment	Interest (%)
11	May 10. 2021	8.0
12	August 10. 2021	8.0
13	November 10. 2021	8.0
14	February 10. 2022	8.0
15	May 10. 2022	8.0
16	August 10. 2022	8.0
17	November 10. 2022	8.0
18	February 10. 2023	8.0
19	May 10. 2023	8.0
20	August 10, 2023	8.0

Tier II Capital Bond 2021

BNI issues debt instruments with capital characteristics in the form of Tier II Capital Bonds which are listed on the Singapore Exchange (SGX Listing) with a principal amount of USD500,000,000.00 with a write down feature and can be calculated as a Tier II capital component through OJK letter No. S-64/PB.31/2021 dated March 31, 2021. The issuance of the Tier II Capital Bond is one of BNI's strategies in increasing bank capital through Tier 2 Capital.

Tier II Capital Bonds are offered with a fixed interest rate of 3.75% p.a. for term of 5 (five) years. Acting as supporting institutions and professions for the issuance of Tier II Capital Bonds were HSBC and Citi Group. The legal consultants used were Ginting & Reksodiputro and Allen & Overy, and HSBC acting as Trustees and Paying Agents. The bonds have received a rating on long-term debt securities from Fitch Rating with a BB rating, and a Moody's Rating of Ba2.

Description of Tier II Capital Bonds Offered

Tier II Capital Bonds issued for IDR500,000,000.00 have a coupon payment period of 3,75% p.a every 6 months (semi-annually), with an interest calculation basis of 30/360 with a tenor of 5 years.

Name	Tier II Capital Bond 2021
Principal Amount	USD500,000,000.00
Bid price	100.0% of principal
Time period	5 years from the date of issuance
Interest Rate	3.75% per year
Type of Interest Rate	Fixed
Interest Payment Period	Half Yearly
First Interest Payment Date	September 30, 2021
Loss Absorption	Permanent write-down (partial is allowed) as determined by the issuer and with the approval of FSA
Securities Rating	Fitch Rating of BB Moody's Rating of Ba2.

Purpose of Funds Use from Tier II Capital Bonds

The issuance of Tier II Capital Bonds aims to increase Bank capital through Tier II Capital, for general funding needs and to increase long-term funding.

Tier II Capital Bond Fund Balance

As of December 31, 2025, the remaining balance of funds from the Tier II Capital Bond is Rp8,046 billion or in other words, 100% of the funds obtained have been disbursed.

Tier II Capital Bond Interest Payment Schedule

The interest rate is 3.75% per annum which is paid periodically every 6 months with the following schedule:

Tier II Capital Bond Interest Payments

Interest No.	Date of Interest Payment	Interest (%)
1	September 30, 2021	3.75%
2	March 30, 2022	3.75%
3	September 30, 2023	3.75%
4	March 30, 2023	3.75%
5	September 30, 2024	3.75%
6	March 30, 2024	3.75%
7	September 30, 2024	3.75%
8	March 30, 2025	3.75%
9	September 30, 2025	3.75%
10	March 30, 2025	3.75%

Additional Tier I Capital Bond 2021

BNI issues debt instruments with capital characteristics in the form of Additional Tier I Capital Bonds which were registered on the Singapore Exchange (SGX Listing) with a principal amount of USD600,000,000.00 which has a write down feature and can be counted as a Tier I capital component through OJK letter No S-210/PB.31/2021 September 30, 2021.

The issuance of the Additional Tier I Capital Bond aims to increase Tier I Capital, general funding, and improve the structure of long-term funds. Additional Tier I Capital Bonds are offered with a fixed interest rate of 4.30% p.a. perpetual timeframe (no maturity) with a call option after 5.5 (five and a half) years. Acting as supporting institutions and professionals in the issuance of Additional Tier I Capital Bonds were BNI Sekuritas, JP Morgan and UBS. The legal consultants used were Hadiputranto, Hadinoto & Partners and Baker McKenzie, and HSBC as Trustee and Paying Agent. The bonds have received a rating on long- term debt securities from Moody's Rating, of Ba3.

Information on the Additional Tier I Capital Bonds Offered

Additional Tier I Capital Bonds issued for USD600,000,000.00 with a coupon payment period of 4.3% p.a every 6 months (semester), with an interest calculation basis of 30/360 with a tenor of 5.5 years until the date of the call option.

Name	Additional Tier I Capital Bond BNI of 2021
Principal Amount	USD600,000,000.00
Bid price	100.0% of principal
Tenor	Perpetual, Non Callable 5.5 years from the date of issue
Coupon Rate	4.3% per year
Type of Interest Rate	Fixed
Interest Payment Period	Half yearly
First Interest Payment Date	March 24, 2022
Loss Absorption	Permanent write-down (full or partial) if the Point of Non-Viability condition is determined by FSA.
Securities Rating	Moody's Rating Ba3.

Purpose of Use of Additional Tier I Capital Bond Funds

The issuance of Additional Tier I Capital Bonds aims to increase the Bank's capital through Tier II Capital, for general funding needs and to increase long-term funding.

Additional Tier I Capital Bond Fund Balance

As of December 31, 2024, the remaining balance of funds from Additional Tier I Capital Bond is Rp9,653 billion or in other words, 100% of the funds obtained have been disbursed.

Additional Tier I Capital Bond Interest Payment Schedule

The interest rate is 4.30% per annum paid every 6 months with the following schedule:

Tier I Capital Bond Interest Payments

Interest No.	Date of Interest Payment	Interest (%)
1	March 24, 2022	4.3%
2	September 24, 2023	4.3%
3	March 24, 2023	4.3%
4	September 24, 2024	4.3%
5	March 24, 2024	4.3%
6	September 24, 2025	4.3%
7	March 24, 2025	4.3%
8	September 24, 2026	4.3%
9	March 24, 2026	4.3%
10	September 24, 2026	4.3%
11	March 24, 2027	4.3%

Environmentally Friendly Bonds (Green Bond) I

BNI received an effective statement from OJK through letter No. S-93/D.04/2022 on June 10, 2022 to issue PT Bank Negara Indonesia (Persero) Tbk 2022 environmentally Friendly Green Bond I. Green Bonds were issued with a value of IDR5,000,000,000,000.00 in 2 (two) series, series A and B, with consecutive tenors of 3 years and 5 years, and consecutive coupons of 6.35% and 6.85%. The Green Bonds were issued on June 21, 2022 and listed on the Indonesia Stock Exchange (IDX) on June 22, 2022. BNI has obtained an idAAA rating on Green Bond from PT Pemeringkat Efek Indonesia (PEFINDO) and a Second Party Opinion provided by Sustainalytics.

Obligation Name	Environmentally Friendly Bonds (Green Bond) I of PT Bank Negara Indonesia (Persero) Tbk in 2022
Bond Principal Amount	IDR5,000,000,000,000.00
Bid Price	100,00% of the principal amount of the Bonds
Time Period	Series A : 3 (three) years from the date of issuance Series B : 5 (five) years from the date of issuance
Overbooking Unit	IDR1 or multiples thereof
Unit/Trade	IDR5,000,000 or multiples thereof
Bond Interest Rate	Series A : 6.35% per annum Series B : 6.85% per annum
Type of Interest Rate	Fixed
Interest Payment Period	Quarterly
First Interest Payment Date	September 21, 2022
Collateral	This bond is not guaranteed by a special guarantee, but is guaranteed by all of the Bank's assets, both movable and immovable property, both existing and those that will exist in the future as collateral for the Bondholders in accordance with the provisions in articles 1131 and 1132 of the Indonesian Civil Code. The rights of the Bondholders are paripassu without preferential rights with other creditor rights, both current and future, except for creditor rights that are specifically guaranteed by the Bank's assets, both existing and future.
Securities Rating	idAAA (triple A) from Pefindo
Sinking Fund	The Bank does not provide a sinking fund for Bond Principal redemption funds with the consideration of optimizing the use of emission proceeds in accordance with the purpose of the planned use of emission funds.
Buyback	This Green Bond has an buy back option based on the terms and conditions of the Trustee Agreement
Trustee	PT Bank Mandiri (Persero) Tbk was appointed as the Trustee in the issuance of this Bond in accordance with the provisions contained in the Trustee Agreement

Plan of Use from Public Offering of Environmentally Friendly Bonds (Green Bond) I

Funds The proceeds from the issuance of the Green Bonds after deducting issuing costs, will all be used by BNI to finance and refinance projects in the Environmentally Friendly Business Activities category (KUBL), namely projects related to renewable energy, energy efficiency, processing waste into energy. and waste management, sustainable use of natural resources and land use, conservation of land and aquatic biodiversity, environmentally friendly transportation, sustainable management of water and wastewater, climate change adaptation, environmentally sound buildings, and sustainable agriculture, taking into account OJK Regulation No. 60/POJK.04/2017 concerning Issuance and Requirements for Environmentally Friendly (Green Bond) Debt Securities.

Information on Changes in Use of Funds

During 2024 there were no changes in the use of funds.

Use of Proceeds from Bond Public Offering Realization

Realization of Use of Proceeds from the Public Offering of Environmentally Friendly Bonds, (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk.

Use of Funds Realization	Effective Date	Realized Public Offering Results			Realized Public Offering Results		Use of Funds Realization		emaining Funds from Public Offering (IDR-billion)
		Total Public Offering Results (IDR-billion)	Biaya Penawaran Umum (IDR-billion)	Net Yield (IDR-billion)	Financing or refinacing of projects in the KUBL category* (IDR-billion)	Total (IDR-billion)	Financing or refinacing of projects in the KUBL category* (IDR-billion)	Total (IDR-billion)	
Environmentally Friendly Bonds (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk 2022	June 10, 2022	5,000	16	4,929	4,929	4,929	4,929	4,929	-

*) KUBL Category (Environmentally Friendly Business Activities): projects relate to renewable energy, energy efficiency, processing waste into energy and waste management, sustainable use of natural resources and land use, land and water biodiversity conservation, environmentally friendly transportation, sustainable water and wastewater management, climate change adaptation, environmentally sound buildings, and sustainable agriculture, and take into account Financial Services Authority Regulation Number 60/POJK.04/2017 concerning Issuance and Requirements for Environmentally Sound Debt Securities (Green Bond).

Fund Balance

As of December 31, 2024 the remaining balance of funds from the Green Bond is IDR4,929 billion or in other words, 100% of the funds obtained have been disbursed.

Interest Payment Schedule

Green Bond Payments				
Interest No	Series A		Series B	
	Date of Interest Payment	Interest (%)	Date of Interest Payment	Interest (%)
1	September 21, 2022	6,35%	September 21, 2022	6,85%
2	December 21, 2022	6,35%	December 21, 2022	6,85%
3	March 21, 2023	6,35%	March 21, 2023	6,85%
4	June 21, 2023	6,35%	June 21, 2023	6,85%
5	September 21, 2023	6,35%	September 21, 2023	6,85%
6	December 21, 2023	6,35%	December 21, 2023	6,85%
7	March 21, 2024	6,35%	March 21, 2024	6,85%
8	June 21, 2024	6,35%	June 21, 2024	6,85%

Green Bond Payments				
Interest No	Series A		Series B	
	Date of Interest Payment	Interest (%)	Date of Interest Payment	Interest (%)
9	September 21, 2024	6,35%	September 21, 2025	6,85%
10	December 21, 2024	6,35%	December 21, 2025	6,85%
11	March 21, 2025	6,35%	March 21, 2026	6,85%
12	June 21, 2025	6,35%	June 21, 2026	6,85%
13			September 21, 2025	6,85%
14			December 21, 2025	6,85%
15			March 21, 2026	6,85%
16			June 21, 2026	6,85%
17			September 21, 2026	6,85%
18			December 21, 2026	6,85%
19			March 21, 2027	6,85%
20			June 21, 2027	6,85%

Sustainability Bond I 2025

BNI has obtained an effective statement from the OJK through letter No. S-47/D.04/2025 dated June 25, 2025, for the issuance of the PT Bank Negara Indonesia (Persero) Tbk Sustainability Bond I Year 2025. The Sustainability Bond was issued with a total value of Rp5,000,000,000,000.00 and consists of 2 (two) series, namely Series A and Series B, with tenors of 3 years and 5 years, respectively, and coupon rates of 6.60% and 6.65%, respectively. The Sustainability Bond was then issued on July 4, 2025, and listed on the Indonesia Stock Exchange (IDX) on July 7, 2025. BNI has obtained an idAAA (Triple A) rating for the Sustainability Bond from PT Pemeringkat Efek Indonesia (PEFINDO) and a Second Party Opinion (SPO) provided by Sustainalytics.

Obligation Name	Sustainability Bond I of PT Bank Negara Indonesia (Persero) Tbk in 2025
Bond Principal Amount	IDR5,000,000,000,000.00
Bid Price	100.00% of the principal amount of the Bonds
Time Period	Series A: 3 (three) years from the date of issuance Series B: 5 (five) years from the date of issuance
Overbooking Unit	IDR1 or multiples thereof
Unit/Trade	IDR5,000,000 or multiples thereof
Bond Interest Rate	Series A: 6.60% per annum Series B: 6.65% per annum
Type of Interest Rate	Fixed
Interest Payment Period	Quarterly
First Interest Payment Date	October 6, 2025
Collateral	This Bond is not guaranteed by a special guarantee, but is guaranteed by all of the Bank's assets, both movable and immovable property, both existing and those that will exist in the future as collateral for the Bondholders in accordance with the provisions in articles 1131 and 1132 of the Indonesian Civil Code. The rights of the Bondholders are pari passu without preferential rights with other creditor rights, both current and future, except for creditor rights that are specifically guaranteed by the Bank's assets, both existing and future.
Securities Rating	idAAA (triple A) from Pefindo
Sinking Fund	The Bank does not provide a sinking fund for Bond Principal redemption funds with the consideration of optimizing the use of emission proceeds in accordance with the purpose of the planned use of emission funds.
Buyback	This Sustainability Bond has a buy back option based on the terms and conditions of the Trustee Agreement.
Trustee	PT Bank Rakyat Indonesia (Persero) Tbk has been appointed as the Trustee for the issuance of these Bonds in accordance with the provisions set forth in the Trustee Agreement.

Plan of Use of Proceeds from the Public Offering of Sustainability Bond I

All proceeds from the issuance of the Sustainability Bond will be used by BNI to finance and/or refinance projects in the Environmentally Friendly Business Activities category (KUBL) with a maximum portion of 30%, and the Socially Friendly Business Activities category (KUBS) with a minimum portion of 70%.

Realization of Use of Proceeds from the Bond Public Offering

The realization of the Use of Proceeds from the Public Offering of the PT Bank Negara Indonesia (Persero) Tbk Sustainability Bond I Year 2025 is as follows:

Use of Funds Realization	Effective Date	Realized Public Offering Results			Realized Public Offering Results		Use of Funds Realization		emaining Funds from Public Offering (IDR-billion)
		Total Public Offering Results (IDR-billion)	Total Public Offering Results (IDR-billion)	Net Yield (IDR-billion)	Financing or refinacing of projects in the KUBL category* (IDR-billion)	Total (IDR-billion)	Financing or refinacing of projects in the KUBL category* (IDR-billion)	Total (IDR-billion)	
Sustainable Public Offering of Sustainability-Based Bonds (Sustainability 2025 Bond) Sustainable I Bank BNI Phase I Year 2025	4 Juli	5.000	4	4.996	4.996	4.996	4.996	4.996	-

*) KUBL (Environmentally Conscious Business Activities) Category: projects related to renewable energy, energy efficiency, waste-to-energy and waste management, sustainable use of natural resources and land use, conservation of terrestrial and aquatic biodiversity, environmentally friendly transportation, sustainable water and wastewater management, climate change adaptation, environmentally friendly buildings, and sustainable agriculture, with due regard to Financial Services Authority Regulation No. 18 of 2023 concerning the Issuance and Requirements of Debt Securities and Sukuk Based on Sustainability.
*) KUBS (Socially Responsible Business Activities) Category: projects related to basic infrastructure services, SME financing, Access to Essential Services, Affordable Housing, Food Security & Sustainable Food Systems, Socio-Economic Improvement & Empowerment, with due regard to Financial Services Authority Regulation No. 18 of 2023 concerning the Issuance and Requirements of Debt Securities and Sukuk Based on Sustainability.

Interest Payment Schedule

Sustainability Bond Payments				
Interest No	Series A		Series B	
	Date of Interest Payment	Interest (%)	Date of Interest Payment	Interest (%)
1	October 6, 2025	6,60%	October 6, 2025	6,65%
2	January 5, 2026	6,60%	January 5, 2026	6,65%
3	April 6, 2026	6,60%	April 6, 2026	6,65%
4	July 6, 2026	6,60%	July 6, 2026	6,65%
5	October 5, 2026	6,60%	October 5, 2026	6,65%
6	January 4, 2027	6,60%	January 4, 2027	6,65%
7	April 5, 2027	6,60%	April 5, 2027	6,65%
8	July 5, 2027	6,60%	July 5, 2027	6,65%
9	October 4, 2027	6,60%	October 4, 2027	6,65%
10	January 4, 2028	6,60%	January 4, 2028	6,65%
11	April 4, 2028	6,60%	April 4, 2028	6,65%
12	July 4, 2028	6,60%	July 4, 2028	6,65%
13			October 4, 2028	6,65%
14			January 4, 2029	6,65%
15			April 4, 2029	6,65%
16			July 4, 2029	6,65%
17			October 4, 2029	6,65%

Sustainability Bond Payments				
Interest No	Series A		Series B	
	Date of Interest Payment	Interest (%)	Date of Interest Payment	Interest (%)
18			January 4, 2030	6,65%
19			April 4, 2030	6,65%
20			July 4, 2030	6,65%



Negotiable Certificate of Deposit (NCD) Rupiah & Foreign Currencies

BNI issued Rupiah scripless Negotiable Certificates of Deposit (NCD) Rupiah and Forex aimed at strengthening the liquidity and structure and composition of Rupiah funding as follows:

1. In semester I 2016, BNI issued its first scripless Rupiah NCDs for IDR3.0 trillion in 6 series of tenors (6 months to 3 years.)
2. In semester II 2016, BNI issued another scripless Rupiah NCDs for IDR2.2 trillion, from an original target of IDR1 trillion (oversubscribed). This oversubscribe shows the high level of investor trust and interest in BNI.
3. In semester I 2017, BNI issued scripless Rupiah NCDs for IDR2.7 trillion.
4. In semester I 2019, BNI issued scripless Rupiah NCDs twice with a total issuance of IDR950 billion (NCD IDR I BNI 2019) and IDR1 trillion (NCD IDR II BNI 2019).
5. In semester II 2019, BNI again issued scripless Rupiah NCDs for IDR2.39 trillion.
6. In semester I 2020, BNI issued scripless Rupiah NCDs for IDR1.39 trillion.
7. In Semester II 2022, BNI issued scripless Rupiah NCDs for IDR2.5 trillion and scripless USD NCDs for USD31.5 million (IDR500 billion).

Publishing Stage	Date	Currency	Principal (IDR-billion)	Total (IDR-billion)	Average Rate (%)
1	June 16, 2016	Rupiah	3.023	2.598	8,20%
2	September 27, 2016	Rupiah	2.200	1.877	6,70%
3	March 10, 2017	Rupiah	2.700	2.483	7,00%
4	March 28, 2019	Rupiah	1.000	950	7,70%
5	June 28, 2019	Rupiah	1.000	1.000	7,55%
6	September 25, 2019	Rupiah	2.390	2.232	6,61%
7	May 12, 2020	Rupiah	1.390	611,6	5,60%
8	December 8, 2022	Rupiah	2.500	2.390	6,04%
9	December 8, 2022	USD	500	489	4,25%

Material Information regarding Corporate Action, Investments, Expansions, Divestments, Business Mergers, Acquisitions, and/or Restructuring

MATERIAL INFORMATION REGARDING CORPORATE ACTION

Throughout 2025, BNI did not carry out any corporate actions or capital injections.

MATERIAL INFORMATION REGARDING THE ISSUANCE OF DEBT SECURITIES

1.	Date of Event	July 7, 2025
2.	Type of Material Information or Facts	Submission of Information on the Listing of Securities for the Issuance of BNI Shelf-Registered Sustainability Bond I Phase I Year 2025.
3.	Description of Material Information or Facts	The Public Offering Period for the BNI Shelf-Registered Sustainability Bond I Phase I Year 2025 ended on July 1, 2025, and on July 4, 2025, the proceeds from the BNI Shelf-Registered Sustainability Bond I Phase I Year 2025 were effectively received by BNI. On the same date, KSEI carried out the Electronic Distribution to Investors in accordance with the allotment results. Subsequently, on July 7, 2025, the BNI Shelf-Registered Sustainability Bond I Phase I Year 2025 was listed on the Stock Exchange by PT Bursa Efek Indonesia (Indonesia Stock Exchange).
4.	Impact of the event, information or material facts on the operational activities, law, financial condition, or business continuity of the Issuer or Public Company.	The issuance of the BNI Shelf-Registered Sustainability Bond I Phase I Year 2025 will provide a positive impact on the Company's financial condition.
5.	Other information	-
6.	Realization Value	IDR5 trillion

MATERIAL INFORMATION REGARDING INVESTMENT

Throughout 2025, there was no material information regarding investments.

MATERIAL INFORMATION REGARDING EXPANSION, DIVESTMENT, BUSINESS MERGER, ACQUISITION, AND DEBT/CAPITAL RESTRUCTURING

Throughout 2025, the Company did not make any expansion, divestment, business merger, acquisition, or debt/capital restructuring activities. Hence no information about the objectives, transaction values, and sources of funds related to these activities is available. [ACGS A.3.1]

Information on Material Transactions That Contain Conflicts of Interest and/or Transactions with Affiliated/Related Parties

To safeguard the interests of shareholders and stakeholders, all material transactions, particularly those involving potential conflicts of interest and/or affiliated transactions, are conducted in accordance with proper procedures. [ACGS A.8.1]

The BNI Board of Directors ensures that material transactions and affiliated/related party transactions are conducted in line with generally accepted business practices. The Board of Commissioners and the Audit Committee also play a critical role in overseeing that these transactions adhere to such practices and are executed through proper procedures. This involves ensuring compliance with the arm's length principle and appointing an independent party to assess the fairness of the transaction value. [ACGS A.3.1, A.8.1, A.9.1]

Material transactions and affiliated/related party transactions are conducted in compliance with applicable laws and regulations, including the Indonesian Financial Accounting Standards (PSAK), OJK Regulation No. 42/POJK.04/2020 on Affiliated Transactions and Conflict of Interest Transactions ("POJK 42"), and OJK Regulation No. 32/POJK.03/2018 concerning the Maximum Credit Limit (BMPK) for Commercial Banks, as amended by OJK Regulation No. 38/POJK.03/2019.

MATERIAL TRANSACTIONS AND TRANSACTIONS THAT CONTAIN CONFLICTS OF INTEREST

Pursuant to POJK 42, for affiliated/related party transactions that meet the material transaction value thresholds, the Company requires prior approval from independent or minority shareholders (disinterested shareholders). During the General Meeting of Shareholders (GMS), the transaction must receive an affirmative vote from more than 50% of disinterested shareholders. Controlling shareholders with a conflict of interest are considered to have approved the decision made by the minority shareholders. [ACGS A.9.2]

During 2025, there were no material transactions or transactions that contain conflicts of interest that required independent/minority shareholder approval at the GMS.

AFFILIATE TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Definition of Affiliated/Related Parties

Affiliation is defined as:

1. Family relationship by marriage and descent to the second degree, both horizontally and vertically.
2. Relationship between the party and the employee, director, or commissioner of the party.
3. Relationship between 2 (two) companies in which there are 1 (one) or more members of the same board of directors or board of commissioners.
4. Relationship between the company and the party, either directly or indirectly, controlling or controlled by the company.
5. Relationship between 2 (two) companies that are controlled, either directly or indirectly, by the same party.
6. Relationship between the company and its major shareholders.

Company Policy for Transaction Review and Approval Mechanisms and Regulatory Compliance

BNI is committed to ensuring that every transaction it makes with affiliated and related parties adheres to strict compliance standards, especially PSAK 7 on 0"Related Party Disclosures" and Financial Services Authority Regulation (POJK) No. 42/POJK.04/2020 on Affiliated Party Transactions and Conflict of Interest Transactions ("POJK 42"), and POJK No. 38/POJK.03/2019 on the Legal Lending Limit and Large Funding Provision for Commercial Banks, as amended by POJK No. 38/POJK.03/2019 on Amendments to POJK No. 32/POJK.03/2018 concerning the Legal Lending Limit for Commercial Banks ("POJK BMPK").

POJK 42 defines Affiliated Transaction as any activity and/or transaction made by a public company or controlled company with an affiliate of the public company or an affiliate of a member of the Board of Directors, a member of the Board of Commissioners, a Major Shareholder, or a Controller, including any activity and/or transaction made by a public company or controlled company for the benefit of an affiliate of the public company or an affiliate of a member of the Board of Directors, a member of the Board of Commissioners, a Major Shareholder, or a Controller.

The Board of Commissioners shall approve the provision of funds to the Bank's related parties and do so in compliance with POJK BMPK and the Bank's internal regulations. Each request for approval for the provision of funds to the Bank's related parties to the Board of Commissioners must undergo a series of coordination processes between units, beginning with a written report, a subsequent series of review and evaluation processes by the Division/Unit for Governance, Legal, and Compliance. For material transactions with related parties and transactions that carry potential conflict of interest for the Bank, the Audit Committee shall review and give recommendations to the Board of Commissioners to ensure the transaction is carried out in the best interests of the Company and base its approval on these recommendations and provided before any material transaction with an affiliate is executed. These transactions shall be reported to the Financial Services Authority (OJK) and information shall be disclosed to the public, in accordance with OJK Regulation No. 42/POJK.04/2020 on Affiliated Transactions and Conflicts of Interest and OJK Regulation No. 17/POJK.04/2020 on Material Transactions and Changes in Business Activities. [ACGS A.8.1, A.9.1]

All affiliated transactions at BNI are conducted based on adequate procedures and ensure compliance with the arm's-length principle and generally accepted business practices to protect the interests of all shareholders. [ACGS A.8.1, A.9.1]

Reporting mechanism for affiliated transactions and/or conflicts of interest at BNI

To ensure accountability and compliance, every work unit with a scheme to make a transaction with an affiliated party shall first notify the Corporate Secretary in writing as the initial step in the review. Furthermore, the CSE shall coordinate with relevant Divisions/Units to ensure the evaluation process for Governance, Legal, and Compliance (GRC) is carried out by the relevant Divisions/Units.

In practice, BNI classifies affiliated transactions based on materiality thresholds and their impact on the Company's business continuity. In accordance with the mandate of POJK 42, for transactions that meet certain materiality criteria, BNI is committed to:

1. Using the services of an Independent Appraiser to ensure the fairness of the transaction value;
2. Disclosing information to the public in a timely manner; and
3. Obtaining independent shareholder approval through the GMS for transactions that significantly impact the Company's capital structure and operations.

Technically, this classification is implemented through the following category matrix:

Transaction Category (Based on POJK 42/2020)	Compliance Procedures and Actions
Category 1 & 2 (Values below threshold)	It must be submitted through periodic reports to the Financial Services Authority (OJK).
Category 3 (Meets Materiality criteria)	Should come with an attached information disclosure to the public no later than 2 working days after the transaction date.
Category 4 (Highly Material/Conflict of Interest)	1. Using the services of an Independent Appraiser to test the fairness of the value. 2. Conducting Information Disclosure to the public. 3. Obtaining Independent Shareholder Approval through the GMS.

All affiliated transactions within these categories have been disclosed in this Annual Report. As a form of compliance, Category 1 transactions have been reported to the Financial Services Authority (OJK), while Category 3 and 4 transactions have been disclosed in accordance with applicable regulations. The entire process is carried out to ensure compliance with the arm's-length principle to protect the interests of all shareholders. [ACGS A.8.1, A.9.1]

Statement of Board of Directors and Board of Commissioners on Affiliated Transactions

In carrying out affiliate transactions, BNI always adheres to POJK 42. By referring to the regulation, the Board of Directors states that each affiliate transaction has gone through adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, including through review processes, fulfilling the arm's-length principle, compliance with Article 3 of POJK 42, and through approval procedures based on authority tiering, particularly for material/significant related party transactions. The Board of Commissioners and the Audit Committee play a role in carrying out adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, including by fulfilling the arm's-length principle. [ACGS A.8.1, A.9.1]

The Board of Commissioners, in collaboration with the Board of Directors, continually develops, adopts, discloses, and refines policies regarding affiliated/related transactions, ensuring a robust process for approving, reviewing, and monitoring such transactions, particularly those involving potential conflicts of interest. This includes the formation and/or involvement of the Audit Committee. The BNI Audit Committee is responsible for reviewing and providing recommendations on significant affiliated/related party transactions, presenting these to the Board of Commissioners to assess whether the transaction serves the best interests of the Company. If deemed appropriate, the Audit Committee ensures that the terms of the transaction are fair and reasonable. [ACGS C.4.1]

AFFILIATE/RELATED TRANSACTION DISCLOSURE

POJK 42 outlines the procedural requirements for Public Companies, including exceptions, in the execution of Affiliate Transactions. In accordance with Articles 8 and 9 of POJK 42, Affiliate Transactions that involve business activities aimed at generating income and are conducted routinely, repeatedly, and/or continuously must be disclosed in the annual report or annual financial statement of the Public Company.

In 2025, the affiliate/related transactions conducted by BNI to generate business income and carried out routinely, repeatedly, and/or continuously are as follows:

Disclosure of Affiliated/Related Parties [ACGS C.4.2]

Affiliate/Related Party/ Transacting Party	Type of Affiliate/Related Transaction	Nature of Affiliate/Related Relationship	Transaction Value (IDR)
Social Security Agency (BPJS) Health	Unutilized loan facility	Control through the Government of the Republic of Indonesia	6
	Loans Granted		-
Ministry of Finance of the Republic of Indonesia	Securities Held	Control through the Government of the Republic of Indonesia	1.727
	Securities Issued		50
	Unutilized loan facility		7.320
	Letter of Credit		746
	Loans Granted		43.889
	Loans Received		54
Others	Loans Granted	Control through the Government of the Republic of Indonesia	-
Key Management	Unutilized loan facility	Company Activity Controller	70
	Loans Granted		274
	Customer Deposits		284
Government of the Republic of Indonesia	Government Bonds	Control through the Government of the Republic of Indonesia	158.574
Perum BULOG	Unutilized loan facility	Control through the Government of the Republic of Indonesia	5
	Loans Granted		20.824
Perum Jasa Tirta I	Bank Guarantees Issued	Control through the Government of the Republic of Indonesia	1
Perum Perumnas	Loans Granted	Control through the Government of the Republic of Indonesia	108
Perum Peruri	Unutilized loan facility	Control through the Government of the Republic of Indonesia	2
	Bank Guarantees Issued		133
	Letter of Credit		168
	Loans Granted		141

Affiliate/Related Party/ Transacting Party	Type of Affiliate/Related Transaction	Nature of Affiliate/Related Relationship	Transaction Value (IDR)
PT Adhi Karya (Persero) Tbk	Unutilized loan facility	Control through the Government of the Republic of Indonesia	1
	Bank Guarantees Issued		2.003
	Loans Granted		1.525
	Acceptance Bills		40
	Export Bills and Other Bills		120
PT Agrinas Jaladri Nusantara (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	-
	Bank Guarantees Issued		18
	Loans Granted		100
PT Agrinas Palma Nusantara (Persero)	Bank Guarantees Issued	Control through the Government of the Republic of Indonesia	2
PT Agrinas Pangan Nusantara	Loans Granted	Control through the Government of the Republic of Indonesia	46.697
PT Agrinas Pangan Nusantara (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	19.303
PT ASDP Indonesia Ferry (Persero)	Loans Granted	Control through the Government of the Republic of Indonesia	32
PT Asuransi Jiwasraya (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	-
PT Aviasi Pariwisata Indonesia (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	3
	Bank Guarantees Issued		32
	Loans Granted		2.349
PT Bahana Pembinaan Usaha Indonesia (Persero)	Securities Held	Control through the Government of the Republic of Indonesia	2.395
	Securities Issued		235
	Unutilized loan facility		4
	Bank Guarantees Issued		24
	Loans Granted		217
PT Bank Mandiri (Persero) Tbk	Subordinated Securities	Control through the Government of the Republic of Indonesia	3
	Securities Sold with a Repurchase Agreement		52
	Securities Held		2.088
	Securities Issued		431
	Bank Guarantees Issued		1.156
	Checks on Other Banks		78
	Acceptance Liabilities		304
	Derivative Liabilities		19
	Placements with Other Banks		476
	Loans Granted		1.072
	Loans Received		1.374
	Acceptance Bills		198
	Derivative Bills		9
	Export Bills and Other Receivables		1.683
PT Bank Rakyat Indonesia (Persero) Tbk	Issued Securities	Control through the Government of the Republic of Indonesia	617
PT Bank Rakyat Indonesia (Persero) Tbk	Securities Purchased Under Agreements to Resell	Control through the Government of the Republic of Indonesia	4.024
	Securities Owned		1.458
	Unutilized loan facility		461
	Issued Bank Guarantees		241
	Demand Deposits at Other Banks		1
	Acceptance Liabilities		142
	Derivative Liabilities		10
	Placements with Other Banks		1.359
	Loans Granted		11.140
	Acceptance Bills		23
	Derivative Bills		6
	Export Bills and Other Bills		1.114

Affiliate/Related Party/ Transacting Party	Type of Affiliate/Related Transaction	Nature of Affiliate/Related Relationship	Transaction Value (IDR)
PT Bank Syariah Indonesia	Investments in Associated Entities	Control through the Government of the Republic of Indonesia	14.354
PT Bank Tabungan Negara (Persero) Tbk	Securities Held	Control through the Government of the Republic of Indonesia	71
	Checking Accounts at Other Banks		-
	Placements with Other Banks		219
	Acceptance Bills		13
	Export Bills and Other Bills		334
PT Bio Farma (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	1
	Loans Granted		1.603
PT Brantas Abipraya (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	25
	Bank Guarantees Issued		691
	Letters of Credit		8
	Loans Granted		360
	Acceptance Bills		66
	Export Bills and Other Bills		34
PT Danareksa (Persero)	Effectively Held	Control through the Government of the Republic of Indonesia	3.228
	Unutilized loan facility		52
	Bank Guarantees Issued		1.434
	Letters of Credit		92
	Loans Granted		438
	Acceptance Bills		117
	Export Bills and Other Bills		130
PT Djakarta Lloyd (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	-
PT Fintek Karya Nusantara	Equity Investments	Control through the Government of the Republic of Indonesia	291
PT Garuda Indonesia (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	2
	Issued Bank Guarantees		4
	Loans Granted		3.677
PT Hutama Karya (Persero)	Securities Held	Control through the Government of the Republic of Indonesia	394
	Unutilized loan facility		115
	Issued Bank Guarantees		2.345
	Letter of Credit		21
	Acceptance Liabilities		-
	Loans Granted		1.473
	Acceptance Bills		183
	Export Bills and Other Bills		400
PT Industri Kereta Api (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	5
	Bank Guarantees Issued		59
	Letters of Credit		63
	Loans Granted		1.016
PT Industri Telekomunikasi Indonesia (Persero)	Bank Guarantees Issued	Control through the Government of the Republic of Indonesia	1
PT Inspeksi Sertifikasi Dan Survey Indonesia	Bank Guarantees Issued	Control through the Government of the Republic of Indonesia	139
PT Jasa Marga (Persero) Tbk	Securities Owned	Control through the Government of the Republic of Indonesia	6
	Bank Guarantees Issued		39
	Derivative Liabilities		-
	Loans Granted		17.908
PT Kereta Api Indonesia (Persero)	Securities Held	Control through the Government of the Republic of Indonesia	51
	Unutilized loan facility		4
	Bank Guarantees Issued		3
	Letters of Credit		517

Affiliate/Related Party/ Transacting Party	Type of Affiliate/Related Transaction	Nature of Affiliate/Related Relationship	Transaction Value (IDR)
	Loans Granted		5.422
PT Krakatau Steel (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	1.259
	Bank Guarantees Issued		48
	Letters of Credit		190
	Acceptance Liabilities		9
	Loans Granted		4.623
	Acceptance Bills		83
	Export Bills and Other Bills		21
PT Len Industri (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	279
	Bank Guarantees Issued		2.601
	Letter of Credit		692
	Acceptance Liabilities		-
	Loans Granted		3.483
	Acceptance Bills		157
PT Mineral Industri Indonesia (Persero)	Securities Held	Control through the Government of the Republic of Indonesia	37
	Unutilized loan facility		6
	Bank Guarantees Issued		4
	Letter of Credit		4
	Loans Granted		3.826
PT Pelabuhan Indonesia (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	5
	Bank Guarantees Issued		63
	Letter of Credit		1.684
	Loans Granted		1
PT Pelayaran Nasional Indonesia (Persero)	Letter of Credit	Control through the Government of the Republic of Indonesia	12
PT Pembangunan Perumahan (Persero) Tbk	Unutilized loan facility	Control through the Government of the Republic of Indonesia	5
	Bank Guarantees Issued		395
	Loans Granted		95
	Acceptance Bills		594
PT Pengembangan Pariwisata Indonesia ITDC (Persero)	Bank Guarantees Issued	Control through the Government of the Republic of Indonesia	83
	Loans Granted		43
PT Perkebunan Nusantara III (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	3
	Letters of Credit		84
	Loans Granted		7.503
PT Pertamina (Persero)	Securities Held	Control through the Government of the Republic of Indonesia	90
	Securities Issued		13
	Unutilized loan facility		458
	Issued Bank Guarantees		4.684
	Letter of Credit		1.631
	Derivative Liabilities		22
	Loans Granted		2.828
	Derivative Bills		22
PT PLN (Persero)	Securities Held	Control through the Government of the Republic of Indonesia	501
	Unutilized loan facility		14
	Issued Bank Guarantees		1.351
	Letter of Credit		289
	Derivative Liabilities		926
	Loans Granted		21.933
	Acceptance Receivables		4.216
	Derivative Receivables		730
PT Pos Indonesia (Persero)	Bank Guarantees Issued	Control through the Government of the Republic of Indonesia	2
	Loans Granted		343

Affiliate/Related Party/ Transacting Party	Type of Affiliate/Related Transaction	Nature of Affiliate/Related Relationship	Transaction Value (IDR)
PT Primissima (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	-
PT Pupuk Indonesia Holding Company (Persero)	Securities Held	Control through the Government of the Republic of Indonesia	50
	Unutilized loan facility		4.263
	Issued Bank Guarantees		3.357
	Letters of Credit		518
	Acceptance Liabilities		38
	Derivative Liabilities		-
	Loans Granted		3.301
	Acceptance Bills		223
	Derivative Bills		-
PT Rajawali Nusantara Indonesia (Persero)	Unutilized loan facility	Control through the Government of the Republic of Indonesia	-
	Issued Bank Guarantees		36
	Loans Granted		691
PT Reasuransi Indonesia Utama (Persero)	Issued Securities	Control through the Government of the Republic of Indonesia	50
PT Semen Indonesia (Persero) Tbk	Securities Held	Control through the Government of the Republic of Indonesia	13
	Unutilized loan facility		9
	Issued Bank Guarantees		69
	Letter of Credit		90
	Acceptance Liabilities		6
	Loans Granted		3.392
	Acceptance Bills		116
	Export Bills and Other Bills		1.416
PT Taspen (Persero)	Issued Securities	Control through the Government of the Republic of Indonesia	100
PT Telkom Indonesia (Persero) Tbk	Securities Held	Control through the Government of the Republic of Indonesia	124
	Unutilized loan facility		3.664
	Issued Bank Guarantees		1.641
	Loans Granted		13.745
	Export Bills and Other Bills		74
PT Waskita Karya (Persero) Tbk	Unutilized loan facility	Control through the Government of the Republic of Indonesia	1
	Issued Bank Guarantees		298
	Acceptance Liabilities		3
	Derivative Liabilities		-
	Loans Granted		11.164
PT Wijaya Karya (Persero) Tbk	Issued Bank Guarantees	Control through the Government of the Republic of Indonesia	1.325
	Letter of Credit		-
	Loans Granted		1.780
	Acceptance Bills		27
	Export Bills and Other Bills		12
BNI Pension Fund ("DP")	Issued Securities	Based on Ownership and/or Management	50
BNI Financial Institution Pension Fund ("DPLK")	Issued Securities	Based on Ownership and/or Management	340
PT Asuransi Tripakarta	Unutilized loan facility	Based on Ownership and/or Management	1
	Issued Bank Guarantees		47
Entity Controlled by the Government of the Republic of Indonesia	Other Bank Deposits	Control through the Government of the Republic of Indonesia	2.945
	Customer Deposits		290.524
			809.871

Realization of Balances and Transactions with Affiliated/Related Parties

Information regarding the balances and transactions of each affiliated/related party recorded by BNI can be found in Note 46 of the Financial Statements, "Transactions with Related Parties," which is an integral part of this annual report. The realization of balances and transactions with affiliated/related parties is presented as follows:

Realization of Balances and Related Party Transactions in the Period of Financial Year 2024 and 2025

Related Party Balances in Assets	2025 (IDR-billion)	2024 (IDR-billion)	Percentage of Total Assets		Increase (Decrease) 2024-2025	
			2025 (%)	2024 (%)	Nominal (IDR-billion)	Percentage (%)
Current Accounts with Other Banks	80	43	0,0	0,0	37	86,0
Placements With Other Banks	2.054	1.620	0,2	0,1	434	26,8
Marketable Securities	12.233	10.157	0,9	0,9	2.076	20,4
Securities purchased under resale agreements	4.024	-	0,3	0,0	4.024	100,0
Government Bonds	158.574	126.661	11,6	11,2	31.913	25,2
Bills and Other Receivables	5.339	6.209	0,4	0,5	-870	-14,0
Acceptances Receivables	6.053	2.825	0,4	0,2	3.228	114,3
Derivative Receivables	768	342	0,1	0,0	426	124,6
Loans	239.017	159.403	17,5	14,1	79.614	49,9
Investment in Associates and Equity Investments	14.645	13.118	1,1	1,2	1.527	11,6
Total Assets with Related Parties	442.787	320.378	32,5	28,3	122.409	38,2
Total Consolidated Assets	1.362.055	1.130.129	10,0	100,0	231.926	20,5

In 2025, the asset balance from related parties increased by IDR122.4 trillion or 38.2% compared to the previous year. This increase was dominated by a rise in the related party balance of loans and advances amounting to IDR79.6 trillion, or 49.9% from the previous year.

Related Party Balances in Liabilities	2025 (IDR-billion)	2024 (IDR-billion)	Percentage of Total Assets		Increase (Decrease) 2024-2025	
			2025 (%)	2024 (%)	Nominal (IDR-billion)	Percentage (%)
Customer Deposits	290.807	112.834	24,5	11,7	177.973	157,7
Deposits from other banks	2.945	4.165	0,2	0,4	-1.220	-29,3
Securities Issued	1.886	1.892	0,2	0,2	-6	-0,3
Borrowings	1.428	1.574	0,1	0,2	-146	-9,3
Subordinated Securities	3	3	0,0	0,0	-	0,0
Derivative Liabilities	977	155	0,1	0,0	822	530,3
Acceptances Payables	502	901	0,0	0,1	-399	-44,3
Securities sold under repurchase agreements	52	-	0,0	-	52	100,0
Total Liabilities with Related Parties	298.601	121.523	25,2	12,6	177.076	145,7
Total Consolidated Liabilities	1.185.715	963.581	100,0	100,0	222.134	23,1

In 2025, the liability balance from related parties increased by IDR177.1 trillion or 145.7% compared to the previous year. This increase was dominated by an increase in the related party balance of customer deposits amounting to IDR177.9 trillion or 157.7%.

Prohibitions, Restrictions, and/or Significant Obstacles to the Provision of Funds between the Bank and Other Entities within a Business Group

BNI provides funds to related parties (individuals and groups, including Executive Officers, Directors, and Commissioners of the Bank) based on internal policies and has been implemented fairly under reasonable terms with the approval of the Board of Commissioners. Transactions related to the provision of funds to related parties are described in the chapter on Material Conflict of Interest Transactions and Transactions with Affiliated/Related Parties.

Total Bank Funding Provision to Related Parties as of December 2025	
Regarding	**Value (IDR-billion)**
Total Provision of Funds to Related Parties	2.112,56
Capital	165.608,63
LLL (10% of Capital)	16.560,86
Over (Under) LLL	14.448,31 (Under BMPK)

Types of Funding Provision to Related Parties Until December 2025		
Related parties	**Type of Fund Provision**	**Funding Provision (IDR-billion)**
PT Bank Syariah Indonesia (Tbk)	Securities	97,47
BNI Finance	Loans, Bank Guarantees	1.568,00
BNI Life Insurance	Bank Guarantees	3,24
BNI Sekuritas	Loans	250
Hibank	Bank Guarantees	-
Individual	Loans	193,84
Total Provision of Funds to Related Parties		2.112,56
Capital		165.608,63
LLL (10% of Capital)		16.560,86
Over (Under) LLL		14.448,31 (Under BMPK)

Changes in Legislation that Have a Significant Impact on BNI

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
1.	Law Number 19 of 2003 concerning State-Owned Enterprises as amended several times, most recently by Law Number 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises ("BUMN Law")	1. The President established the State-Owned Enterprises Regulatory Agency ("BP BUMN") within a period of no later than 3 (three) months after the effective date of Law 16/2025 or January 6, 2026, to transfer the role of the Ministry of BUMN as that share owners to BP BUMN.	- To realize public welfare through State-Owned Enterprises as an extension of the state; - To optimize the management of State-Owned Enterprises in order to contribute to the national economy in general and state revenue in particular; - It is necessary to adjust the content of Law Number 19 of 2003 concerning State-Owned Enterprises as has been amended several times, most recently by Law Number 1 of 2025 concerning the Third Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises according to the legal needs of the community.	1. Adjustment of the address data of Series A Dwiwarna Shareholders in the BNI Shareholders List, from the Ministry of State-Owned Enterprises to BP BUMN. Certain corporate actions and/or actions that require reporting or approval to the Series A Dwiwarna Shareholder are now directed to the BP BUMN.	
		2. BP BUMN owns 1% (one percent) of the Dwiwarna Series A shares (originally 1 share) and BPI Danantara owns 99% (ninety-nine percent) of the B Series shares in BUMN. BPI Danantara also owns all shares in the Operational Holding (dhi. PT Danantara Asset Management (Persero)) and the Investment Holding (dhi. PT Danantara Investment Management (Persero)) (without any ownership of Dwiwarna Series A shares).		2. Changes in the composition of the Republic of Indonesia's share ownership in BNI. Therefore, adjustments to BNI's Articles of Association are required.	
		3. The management of BUMN is authorized by the President to BP BUMN and/or BPI Danantara as shareholders, with the Head of BP BUMN acting as a regulator with additional supervisory authority over BUMN compliance, while BPI Danantara carries out BUMN management including the determination of BUMN strategic guidelines/ policies.		3. Adjustment of the submission of approval for certain corporate actions and/or actions in accordance with the latest institutional authority, including approval for write-offs and/or write-offs of BUMN assets and approval of BUMN strategic guidelines/ policies.	
		4. The BP BUMN can regulate that foreign nationals can be appointed as members of the BUMN Board of Directors.		4. BP BUMN has the authority to appoint foreign nationals as members of the BNI Board of Directors, by taking into account the following matters: 1) Only for the Treasury, Risk Management, Information Technology, Credit or Financing, Investor Relations or Customer Relations, Marketing, and Finance fields of work and is prohibited from being placed in the Personnel and Compliance fields of work. 2) Included in the Bank's Business Plan. 3) Obtain approval for the Plan for the Use of Foreign Workers (RPTKA) from the Ministry of Manpower.	

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
				4) Considering that BNI is a bank whose shares are owned by less than 25% (twenty five percent) by foreign citizens and/or foreign legal entities, the appointment of foreign nationals as members of the Board of Directors requires approval for exceptions to certain positions from the OJK, and the term of office is a maximum of 1 year and can be extended with the approval of the OJK a maximum of 2 (two) times, each time for a maximum of 1 (one) year.	
		5. BUMN can write off BUMN assets with the approval of BPI Danantara upon a proposal from the Operational Holding where the determination of the criteria for write off and write off BUMN assets is carried out by BP BUMN and BUMN reports the implementation of write off and write off to the head of BP BUMN and BPI Danantara in the BUMN annual report.		5. Adjustment of the mechanism and authority for approval of write-offs in the BNI Articles of Association and BNI internal provisions by taking into account further provisions that will be regulated in the BP BUMN Regulations.	
		6. The long-term work plan is prepared by the Board of Directors, signed by the Board of Directors and Commissioners, and approved by the GMS, and the annual work plan and budget are prepared by the Board of Directors and approved by the GMS after being reviewed by the Board of Commissioners.		6. Implementation of the GMS to obtain approval for the Long-Term Work Plan and Annual Work Plan where adjustments need to be made to BNI's Articles of Association regarding the approval mechanism for the Long-Term Work Plan and Annual Work Plan.	
		7. Members of the Board of Directors and Commissioners of BUMN shall refrain from holding concurrent positions as Minister and Deputy Minister.		7. Members of the Board of Directors and Board of Commissioners of BNI shall refrain from holding concurrent positions, including as Minister and Deputy Minister.	
		8. Government Regulations may regulate the tax treatment of transactions involving Agencies, Investment Holdings, Operational Holdings and their owned entities as well as third parties transacting with Agencies, Investment Holdings, Operational Holdings and their owned entities.		8. BNI needs to adjust its internal tax mechanisms and systems to align with the provisions of the Government Regulations that will be issued.	
2.	the State-Owned Enterprise Regulatory Agency	The establishment of BP BUMN as a government agency that carries out government duties in the field of regulating state-owned enterprises. BP BUMN carries out the following functions: a. formulation and determination of technical policies in the areas of policy and strategy, human resources and sustainability, law and compliance, development facilitation and synergy, and increasing the value of state-owned enterprises; b. coordination and implementation of technical policies in the areas of policy and strategy, human resources and sustainability, law and compliance, development facilitation and synergy, and increasing the value of state-owned enterprises; c. management of Series A Dwiwarna share dividends of state-owned enterprises with the approval of the President in accordance with the provisions of laws and regulations; d. coordination of the implementation of tasks, coaching, and providing administrative support to all organizational elements within the BP BUMN environment; e. management of state property/assets which are the responsibility of BP BUMN; f. implementation of substantive support to all organizational elements within the BP BUMN environment; g. supervision of the implementation of duties within the BP BUMN environment; and h . implementation of other functions assigned by the President.	The formation of BP BUMN as a regulator tasked with determining policies, regulating, fostering, coordinating and supervising the implementation of state-owned enterprise management policies based on the provisions of Article 3A paragraph (3) and paragraph (6) of the BUMN Law.	BP BUMN as a government management institution/ agency in the field of BUMN where the formation of BP BUMN transfers the strategic guidance and control of BNI from the Ministry of BUMN to BP BUMN so that the direction of policy, synergy between BUMN, HR management, as well as dividend policies and increasing company value become more centralized and aligned, so that BNI needs to adjust governance, institutional relations, corporate planning, management of company organs, legal and compliance functions, as well as synergy mechanisms, assignments, and performance reporting to be in line with the policies and direction of control of BP BUMN.	

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
3.	PBI No. 3 of 2025 concerning Amendments to PBI No. 7 of 2023 concerning Foreign Exchange from Exports and Foreign Exchange from Import Payments (DHE & DPI)	1. Exporter Obligations regarding the Entry, Placement, Use and Utilization of Natural Resource DHE. 2. Bank obligations related to the administration of placement instruments in the form of SVBI and SUVBI as placement of DHE SDA. In addition, Banks are required to ensure the implementation of SHE SDA utilization by Exporters and/or Banks in accordance with the provisions. 3. Supervisory provisions carried out by Bank Indonesia on DHE SDA Exporters. 4. Elimination of the maximum period of 1 year for receiving proof of fulfillment of DHE income obligations and fulfillment of Foreign Exchange Import Reporting reporting obligations.	There is a need for adjustments to regulations related to the obligation to place DHE SDA, the addition of DHE SDA placement instruments in the form of SVBI and SUVBI, the use of these instruments by Exporters and Banks, and the use of DHE SDA, especially the exchange of DHE SDA into Rupiah.	BNI has made adjustments to the related internal Company Guidelines, ensuring that exporter customers are aware of and adhere to the provisions regarding DHE DPI, and adhere to these provisions in terms of receiving and placing DHESDA exporters.	No impact on Financial Reports.
4.	PADG No. 7 of 2025 concerning the Third Amendment to PADG No. 11 of 2023 concerning the Implementing Regulations for the Macroprudential Liquidity Incentive Policy (KLM)	1. Adjustment of coverage of certain sectors determined by Bank Indonesia. 2. Adjustment of the KLM amount so that the overall KLM amount is a maximum of 5 %. 3. Adjustment of settings regarding additional KLM amounts. 4. Adjustment of the deadline for receiving data, submitting information, and re-examination and recalculation.	In order to support sustainable economic growth, BI encourages the distribution of credit or banking financing by strengthening loose macroprudential policies in the form of strengthening KLM.	BNI has adopted guidelines for managing Rupiah GWM and developed Company Guidelines related to KLM. Furthermore, BNI has coordinated with internal units regarding reporting to BI.	Impact on Financial Reports.
5.	PADG No. 8 of 2025 concerning the Third Amendment to PADG No. 24/8/PADG/2022 concerning the Implementing Regulations for Fulfilling the Minimum Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks (BUK), Sharia Commercial Banks (BUS), and Sharia Business Units (UUS)	1. Adjustment of the amount of a certain portion of the fulfillment of GWM obligations in rupiah that is given GWM remuneration for BUK, or GWM incentives in the form of ('athaya) for BUS and UUS after taking into account the amount of relaxation of the obligation to fulfill GWM, namely KLM. 2. The amount of a certain portion of the fulfillment of GWM obligations in rupiah that is given GWM remuneration for BUK, or GWM incentives in the form of ('athaya) for BUS and UUS	To support sustainable economic growth while maintaining prudent principles, the February 2025 RDG decided to increase the KLM incentive from a maximum of 4% to a maximum of 5% of third-party funds. KLM is provided to banks in the form of a relaxation of the average Rupiah GWM requirement.	BNI has made adjustments to the related internal Company Guidelines and adheres to these provisions in terms of managing Rupiah GWM.	No impact on Financial Reports.
6.	PBI No. 4 of 2025 concerning Payment System Policy	1. Bank Indonesia's Policy Mix (BKBI) is an integration of policies that complement and strengthen each other between main policies, supported by supporting policies, to produce consistent policies in implementing tasks and achieving Bank Indonesia's objectives. 2. Payment System Policy is a Bank Indonesia policy established and implemented to maintain payment system stability. Payment System Policy aims to maintain payment system stability in order to support sustainable economic growth. Payment system stability is interconnected and mutually supportive with rupiah stability and financial system stability. 3. Payment System Policy is implemented based on the following principles: a. forward-looking; b. clear targets; c. international best practices; d. synergy between cross-sector and industrial authorities, while maintaining policy independence; and e . good governance in terms of accountability and transparency. 4. In carrying out Bank Indonesia's duties in the field of Payment Systems, Bank Indonesia can make regulations regarding reporting . 5. Bank Indonesia supervises the implementation of the Payment System Policy through direct and indirect supervision. BNI, as the Payment System service provider, is required to implement the supervisory follow-up measures established by BI. If BNI violates these provisions, sanctions will be imposed.	The complexity of the challenges faced by Bank Indonesia in terms of changes in the strategic environment, both internally and externally related to the payment system, requires strengthening the Payment System Policy framework in line with Bank Indonesia's Policy Mix.	BNI has adhered to these provisions.	No impact on Financial Reports.

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
7.	POJK No. 7 of 2025 concerning Reports of Commercial Banks as Custodians	1. POJK No. 7 of 2025 concerning Reports of Commercial Banks as Custodians is a form of integration of regulations regarding the obligation to submit reports of Custodian Banks. 2. This POJK regulates, among other things: a. Obligations of Custodian Banks in submitting periodic reports and/or incidental reports, as well as the types of periodic reports and/or incidental reports of Custodian Banks; b. Procedures for submitting periodic reports and/or incidental reports of the Custodian Bank, including corrections to periodic reports and/or incidental reports of the Custodian Bank; and c. Supervision of periodic reports and/or incidental reports of Custodian Banks.	The development and complexity of business in the financial services industry creates institutional overlap and cross-sectoral business processes, such as the banking supervision sector overlapping with capital market supervision and insurance supervision. This has the potential to give rise to overlapping regulatory provisions across these supervisory sectors, including regulations related to custodian bank reporting.	BNI has adjusted its internal Company Guidelines and adhered to the provisions of POJK Number 7 of 2025 regarding the submission of periodic reports.	No impact on Financial Reports.
8.	PBI No. 6 of 2025 concerning Liquidity Management to Support Sustainable Economic Growth	1. Liquidity management to support sustainable economic growth is based on the principles of a good Bank Indonesia policy governance system, which is implemented through elements of the Bank Indonesia Policy governance system. 2. Achieving liquidity management targets to support sustainable economic growth is carried out using instruments and/or mechanisms which include: a. Minimum Reserve Requirement (GWM) Regulations b. Purchase or sale of government securities on the secondary market; c. Purchase or sale of other quality securities in the secondary market; d. Placing funds in financial institutions in order to develop the money market; e. Purchase of short-term government bonds on the primary market; and/or f. Other instruments and/or mechanisms determined by Bank Indonesia. 3. In order to determine and implement liquidity management to support sustainable economic growth, Bank Indonesia has the authority to: a. conducting surveys; b. obtain data and information from related parties; and c . obtain data and information from and/or exchange data and information with relevant authorities and/or ministries or institutions. 4. In carrying out its duties regarding liquidity management to support sustainable economic growth, Bank Indonesia may regulate reporting. Bank Indonesia also has the authority to supervise the implementation of liquidity management.	In establishing and implementing monetary policy, Bank Indonesia manages liquidity for economic growth. This liquidity management is part of the implementation of Bank Indonesia's policy mix, a dynamic integration of policies that complement and strengthen each other's core policies, supported by supporting policies to achieve consistent policies in carrying out Bank Indonesia's duties and achieving its objectives.	BNI has adhered to the provisions of PBI Number 6 of 2025	No impact on Financial Reports.
9.	POJK No. 6 of 2025 concerning Mutual Fund Selling Agent Reports	1. Mutual fund sales agents are required to submit periodic reports to the OJK in a complete, accurate, current and timely manner. 2. Periodic reports consist of: a. Annual Report; and b . Monthly Report. 3. Mutual fund sales agents are required to submit an annual report containing the current year's activity plan to the OJK no later than January 15 of the current year in accordance with the current year's activity plan format. 4. Mutual fund sales agents are required to submit monthly reports to the OJK no later than the 15th (fifteenth) of the following month. 5. If the mutual fund sales agent does not comply with the provisions and timeframes regarding periodic reporting as regulated in this POJK, the mutual fund sales agent will be given administrative sanctions in the form of: a. Written warning; b. A fine is an obligation to pay a certain amount of money; c. Restrictions on business activities; d. Freezing of business activities; e. Revocation of business permit; f. Cancellation of approval; and/or g. Cancellation of registration.	The development and complexity of business in the financial services industry create institutional overlap and cross-sector business processes, such as the banking supervision sector overlapping with the capital market supervision sector. This potential creates overlapping regulatory provisions across these sectors, including regulations regarding reporting for Mutual Fund Selling Agents. This OJK Regulation (POJK) integrates the reporting requirements for Mutual Fund Selling Agents.	BNI has adhered to these provisions and made adjustments to the related internal Company Guidelines.	No impact on Financial Reports.
		6. Any incorrect information submitted in the periodic report based on findings by the OJK or mutual fund sales agents will be subject to a fine of IDR 100,000.00 (one hundred thousand rupiah) per incorrect entry and a maximum of IDR 10,000,000 (ten million rupiah) per periodic report. 7. Mutual fund sales agents are required to provide information and/or data in the form of requested documents to the OJK in order to carry out supervision by the OJK. 8. Mutual fund sales agents are required to administer periodic reports for supervisory purposes.			

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
10.	SEOJK No. 5/ SEOJK.04/2025 Concerning Guidelines for Reporting Mutual Fund Securities Sales Agents and Commercial Banks as Custodians	1. Types of Reports, consisting of: a. Mutual Fund Selling Agent Periodic Report (APERD) consists of an annual report and a monthly report. b. The Custodian Bank's Periodic Report consists of a monthly report; and an annual report which is the result of an operational audit by a public accountant; and/or c. Custodian Bank Incidental Reports consist of Reports on the opening of Custodian service branches, Reports on changes in Custodian officers; and/or Reports on changes in Custodian institutions. 2. The deadline for submitting reports includes: a . Periodic Report of Mutual Fund Sales Agents, Annual reports are submitted to the OJK no later than January 15 of the current year in accordance with the format of the current year's activity plan; and Monthly reports are submitted to the OJK no later than the 15th (fifteenth) of the following month. b. Custodian Bank Periodic Reports, Monthly reports are submitted to the OJK no later than the 15th (fifteenth) of the following month; and annual reports which are the results of operational audits of public accountants are submitted to the OJK no later than 90 (ninety) days after the annual report period ends; and/or c. Custodian Bank Incidental Reports must be submitted to the OJK no later than 7 (seven) working days after the opening and/or changes occur. 3. The format for preparing periodic reports and/or incidental reports for APERD and Custodian Banks is adjusted to the SEOJK Attachment.	Technical instructions are needed for the implementation of APERD and Custodian Bank reporting obligations as regulated in POJK 6 of 2025 and POJK 7 of 2025, therefore a Circular Letter from the Financial Services Authority concerning Guidelines for Reporting of Mutual Fund Selling Agents and Commercial Banks as Custodians has been prepared.	BNI has adhered to these provisions.	No impact on Financial Reports.
11.	PADG No. 11 of 2025 concerning the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	1. Adjustment of the Macroprudential Liquidity Buffer (PLM) settings as follows: a. The PLM amount is from 5% to 4% of BUK's DPK in rupiah. b. The use of BUK securities in repo transactions and PasBI transactions can be calculated to fulfill a maximum of 5% to 4% of BUK DPK. 2. Adjustment of Sharia PLM settings as follows: a. The amount of Sharia PLM from 3.5% to 2.5% of BUS DPK in rupiah. b. The use of BUS securities in repo transactions and PasBI transactions can be calculated to fulfill a maximum of 3.5 % to 2.5% of BUS DPK in rupiah. 3. Adjustment of Examples of Fulfillment of RIM Giro, RIM Syariah Giro, PLM, and PLM Syariah, as well as calculation of sanctions for payment obligations and Examples of Fulfillment of RIM Giro and PLM for Banks Undertaking Mergers in the Attachment to the PADG.	To support sustainable economic growth, Bank Indonesia is encouraging the distribution of bank credit and financing. To this end, Bank Indonesia is strengthening macroprudential policies by reducing the Macroprudential Liquidity Buffer (PLM) ratio and the Sharia PLM ratio, aimed at increasing the flexibility of liquidity management by banks to encourage the distribution of bank credit and financing.	BNI has adhered to these provisions.	No impact on Financial Reports.
12.	PADG No. 16 of 2025 concerning Amendments to PADG No. 13 of 2024 concerning Money Market Transactions	Money Market Transaction Matchmaking which regulates the Matchmaking Mechanism, matchmaking operators, and publication of Matchmaking results.	To increase liquidity and accelerate the deepening of the money market, it is necessary to develop types of money market transactions that meet industry needs. This development will optimize the role of the money market as a source of economic financing.	BNI has made adjustments to the related internal Company Guidelines.	Impact on Financial Reports.

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
13.	SEOJK No. 14/ SEOJK.03/2025 Concerning the Implementation of Governance for Commercial Banks	1. Adjustment of the pillars/assessment factors for the implementation of governance to 16 pillars/ assessment factors. 2. This SEOJK regulates in more detail the duties and responsibilities of the Board of Directors, including the term of office, replacement directors, independence, and the process of dismissing/ replacing directors, one of which is the addition of a mechanism for Replacement Directors (PIt). 3. More detailed regulations regarding the dismissal or replacement before the end of the term of office of members of the Board of Commissioners prioritize the Bank's primary interests. 4. There are additional provisions regarding conflicts of interest, namely regarding "Parties with Special Relationships". 5. The scope of the regulated provisions includes Conventional Commercial Banks and Sharia Commercial Banks; 6. Conduct periodic self-assessments (every semester) using self-assessment worksheets, signed by the Bank's Board of Directors. The first self-assessment, in accordance with this SEOJK, will be for December 2025. 7. The results of the Self-Assessment submitted by the Bank are carried out in accordance with the POJK concerning General Bank Reporting through the OJK Reporting System and the POJK concerning Transparency and Publication of Bank Reports.	This provision is a guideline or implementing provision for the implementation of governance for Commercial Banks which improves the previous 2 (two) provisions, namely SEOJK No. 13/ SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks and SEBI No. 12/13/ DPbS concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.	BNI has made adjustments to the related internal Company Guidelines	No impact on Financial Reports.
14.	POJK No. 14 of 2025 Implementation of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders Electronically	1. Implementation of GMS, RUPO, and RUPSu electronically. 2. System Provider Obligations. 3. Procedures for Conducting GMS Electronically. 4. Procedures for the Electronic Implementation of RUPO or Electronic RUPSu. 5. Rights of Bond and/or Sukuk Holders and Electronic Granting of Power of Attorney in the RUPO and/or Electronic RUPSu. 6. Minutes of the GMS, RUPO, or RUPSu and Summary of Minutes of the GMS, RUPO, or RUPSu. 7. Announcement Media and Announcement Language	The preparation of this POJK is carried out in order to issue a legal basis for the implementation of RUPO and RUPSu electronically by Issuers, implement the authority of the OJK in determining policies regarding the use of information technology in the implementation of RUPO and RUPSu as mandated by the P2SK Law and combine (codify) all provisions regarding the implementation of general meetings of shareholders, general meetings of bondholders, and general meetings of sukuk holders electronically in 1 (one) POJK.	BNI has made adjustments to the related internal Company Guidelines	No impact on Financial Reports.
15.	SEOJK No. 20/ SEOJK.08/2025 Concerning Publication of Complaint Handling and Complaint Service Reports	1. publication of complaint handling; 2. person responsible for publication of complaint handling; 3. form and preparation of complaint service reports; 4. submission of complaint service reports; 5. person responsible for complaint service reports; and 6. Procedures for submitting complaint service reports.	SEOJK No. 20/ SEOJK.08/2025 Concerning Publication of Complaint Handling and Complaint Service Reports was prepared in order to implement the mandate of Article 6 paragraph (2) POJK Number 18/ POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector and Article 81 paragraph (4) POJK Number 22 of 2023 concerning Consumer and Community Protection in the Financial Services Sector.	BNI has made adjustments to the related internal Company Guidelines	No impact on Financial Reports.
16.	POJK No. 18 concerning Transparency and Publication of Bank Reports	1. Publication Reports must be presented in Rupiah currency. 2. Published reports must be prepared in a complete, accurate, current, complete, timely, and comparable manner. Figures in published reports must correspond to the figures disclosed in the financial statements. Data for December must be audited by a public accountant. 3. Financial reports based on accounting standards are presented in the form of: a. Individual financial reports; and/or b. Consolidated financial reports. 4. Financial Report Compiler: a. Appointment of Executive Officers (PE) b. Competence of Compilers and Members of Compilers of Financial Reports. c. Replacement of PE and/or Members of the Financial Report Compilers. d. Competency fulfillment must be carried out no later than 24 months after this POJK comes into effect.	POJK Number 18 of 2025 is a harmonization of the latest laws and regulations and regulates more clearly regarding Transparency and Publication of Bank Reports.	BNI has done: a. Adjustments to related internal Company Guidelines. b. Adhere to the reporting procedures and provisions of the POJK.	Impact on Financial Reports.

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
		5. Types of Bank Publication Reports are as follows: a. Financial Publication Report and Performance Information b. Publication Report on Risk Exposure and Capitalization c. Publication Report of Material Information or Facts d . Basic Credit Interest Rate Publication Report. e. Sustainability Report f. Annual Report on the Implementation of Integrated Governance of the Bank which is the holding company of a financial conglomerate. g . Annual Financial Report for Banks that are Issuers or Public Companies. h. Other Reports. 6. Reporting Period: a. Monthly b. Quarterly c. Semester d. Annual e. Incidental. 7. The bank first announces the report as regulated in this POJK.			
17.	POJK No. 22 of 2025 concerning Reporting of Commercial Banks Through the Financial Services Authority Reporting System	Regulates the obligation for commercial banks to submit reports online through the OJK reporting system, which includes periodic and incidental reports. Furthermore, this POJK regulates the appointment of a reporting person, reporting period, report submission procedures, and the consolidation of several pieces of information/reports into a master report, as well as the elimination of reports to simplify reporting for commercial banks.	To improve the efficiency of banking sector supervision, the Financial Services Authority (OJK) is developing a reporting system as a means of obtaining comprehensive, complete, accurate, current, complete, and timely information on banks' financial conditions and business activities. The delivery of information on banks' financial conditions and business activities needs to be focused on considering the relevance and needs of the current supervisory process, thus simplifying the reports submitted to the OJK. Furthermore, an efficient and rapid online reporting method through the OJK Reporting System and digitalization of reporting, especially reports that are still submitted offline, are needed to improve the effectiveness of the OJK's supervisory function.	BNI has adhered to the procedures for submitting reports as regulated in the POJK.	No impact on Financial Reports.
18.	PADG No. 23 of 2025 Concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	1. Addition of types of securities/Sharia securities that are taken into account in PLM/Sharia PLM (BI-FRN, securities issued by other financial services institutions formed or established by the government to support government programs for the welfare of the community, as determined by Bank Indonesia) 2. Additional regulations that Bank Indonesia can determine other sharia securities/securities along with the criteria or mechanisms to be taken into account in RIM/Sharia RIM. 3. Adjustment of Financing components for the calculation of Sharia RIM: Financing data in rupiah and foreign currency as obtained from the Non-Bank Financing post in the Financial Information Group - Daily Financial Position Report Information in LBUT. 4. Additional regulations to confirm the treatment of corporate securities/corporate sharia securities owned by banks that are being used in interbank repo transactions/interbank sharia repo/Interbank Sharia-Based Fund Management Certificate (SiPA) transactions and corporate securities/corporate sharia securities owned by banks that are being used in repo transactions to Bank Indonesia in the context of open market operations in the calculation of RIM and Sharia RIM.	To support sustainable economic growth, Bank Indonesia is encouraging the distribution of bank credit and financing. To this end, Bank Indonesia is strengthening macroprudential policies, supported by strengthening the regulation of credit and financing instruments for BUK, BUS, and UUS, namely the RIM and RIM Sharia instruments, as well as strengthening the regulation of liquidity risk limits for BUK and BUS, namely the PLM and PLM Sharia instruments.	BNI has made adjustments to the related internal Company Guidelines and has adhered to the PADG in question.	Impact on Financial Reports.

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
19.	POJK No. 24 Concerning Account Management at Commercial Banks	1. Division of account classification into active accounts, inactive accounts, and dormant accounts. 2. Checking and savings account activity generated by the bank system is not included in the income or withdrawal activities used to determine the criteria for account management activity. These activities include interest payments, tax deductions, administration fees, and automatic debits based on the standing instructions of checking and savings account holders. 3. Bank Obligations in Managing Accounts at Commercial Banks. 4. Obligations of customers who hold checking and savings accounts. 5. Management of checking and savings accounts based on their classification. 6. Bank obligations in supervising inactive accounts and dormant accounts.	To strengthen the implementation of good governance in banking activities, standard regulations are needed regarding the management of customer checking and savings accounts at commercial banks. Currently, each bank's internal policies have resulted in variations in procedures for opening, closing, and reactivating accounts, determining the criteria for inactive or dormant accounts, and communication mechanisms with customers. These variations have the potential to create uncertainty regarding customer rights and obligations and differences in services between banks.	BNI has: a. carry out stricter supervision of inactive accounts and dormant accounts in the implementation of the APU-PPT and PPPSPM and Anti-Fraud programs; b. make adjustments to the relevant internal Company Guidelines; c . provide information to customers regarding the status of current and savings accounts with classifications of Inactive Accounts and Dormant Accounts.	No impact on Financial Reports.
20.	SEOJK No. 26/ SEOJK.03/2025 concerning the Internal Liquidity Adequacy Assessment Process for Commercial Banks	1. ILAAP is an integral part of Bank liquidity risk management, as stipulated by the Financial Services Authority (OJK) regarding the implementation of risk management for Banks. Therefore, ILAAP is essentially a specific application of liquidity risk management, with an emphasis on, among other things, intraday liquidity, funding profiles, and survival period monitoring. 2. The Bank periodically submits ILAAP reports to the Financial Services Authority which will be used as consideration in assessing the risk profile for liquidity risk in accordance with the Financial Services Authority Regulations concerning the implementation of risk management for Banks and self-assessment of the Bank's health level in accordance with the Financial Services Authority's provisions concerning the assessment of the Bank's health level. 3. The ILAAP Report consists of the ILAAP Implementation Report, Intraday Liquidity Report, LCR Report in Significant Foreign Currencies, Funding Profile Report, Survival Period Monitoring (SPM) Report, as well as Displaced Commercial Risk (DCR) Customer Report and Profit Sharing Equalization Strategy (for Islamic Commercial Banks and Islamic Business Units). 4. The period for submitting the first report and implementing the trial is based on the grouping of the Bank as KBMI 1, KBMI 2, KBMI 3, KBMI 4, and/or Foreign Bank as of December 31, 2025. 5. OJK conducts a Liquidity Supervisory Review and Evaluation Process (LSREP), which is OJK's evaluation process of the Bank's ILAAP results. 6. In the event that based on ILAAP and LSREP, the Bank is assessed as having a high level of liquidity risk, the Bank will take steps including strengthening liquidity conditions and strengthening ILAAP risk management.	There is a need for regulations governing the implementation of ILAAP for banks. Banks are required to implement ILAAP tailored to the size, characteristics, and complexity of their business.	BNI has adhered to the SEOJK provisions.	Impact on Financial Reports.
21.	SEOJK No. 29/ SEOJK.03/2025 concerning Transparency and Publication of Conventional Commercial Bank Reports	1. Principles of Publication Reports a . Publication Report is a report that is announced to the public and/or submitted to the OJK. b . Publication reports are prepared in Indonesian and may be supplemented with foreign languages. c . The Publication Report Format is the minimum standard that must be met by the Bank. d. Monetary information is presented in millions of Rupiah. 2. First Announcement of Financial Publication Reports and Financial Performance Information for Monthly, Semi-annual, Quarterly and Annual Periods as well as Risk Exposure and Capital Publication Reports for Quarterly and Annual Periods.	As an implementing provision of POJK No. 18 of 2025 concerning Transparency and Publication of Bank Reports.	BNI has adhered to the SEOJK provisions.	Impact on Financial Reports.

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
22.	SEOJK No. 31/ SEOJK.03/2025 concerning Reporting of Conventional Commercial Banks Through the Financial Services Authority Reporting System	1. General Reporting Provisions, including: a. Reporting Periodization b. Conditions/Criteria for Mandatory Reporting c . Reporting Information Group. 2. Incidental Reports are submitted for the first time through APOLO starting January 1, 2026. 3. Mechanism for submitting the appointment or change of the person responsible for reporting and submitting questions. 4. The attachments to this SEOJK are as follows: a . Report Type, Deadline, First Data Position via APOLO. b. Format and Guidelines for Compiling Periodic Reports. c. Format and Guidelines for Compiling Incidental Reports. d. ARO Appointment Letter Format.	As an Implementing Provision of POJK No. 22 of 2025 concerning Reporting of Commercial Banks Through the Financial Services Authority Reporting System.	BNI has adhered to the procedures for submitting reports as regulated in the POJK.	No impact on Financial Reports.
23.	PADK No. 37/ PADK.08/2025 Concerning the Provision of Information and Delivery of Information for Marketing of Financial Services Products and Services	The material regulated in the PADK above includes: a. Provision of product and service information, with the main principles: - Clear: Uses easy-to-understand Indonesian and readable font size. - Accurate: Includes reliable sources of information or references. - Honest: In accordance with actual circumstances and reality. - Easy to Access: Can be obtained through various communication media provided by PUJK. - Not Misleading: Does not provide erroneous understanding or multiple interpretations b. Delivery of information for marketing products and services which must be provided in 2 (two) versions, namely: - General Version - Personal Version At a minimum, it must include the name/type of product, name of publisher, main features, benefits, risks, requirements & procedures, costs, additional information, and performance simulations/ illustrations (for fundraising/distribution products). c. PUJK cooperation with third parties in providing and delivering information for marketing products and services; d. Documentation of product and service information materials by PUJK. e. Marketing provisions through advertising which regulate the rules for creating advertisements, namely: - Supervisory Statement: Must include the sentence "PUJK is licensed and supervised by the Financial Services Authority" proportionally, but is prohibited from using the OJK logo or symbols that resemble it. - Prohibition of Superlative Words: It is prohibited to use the words "most", "number one", "ter-", unless accompanied by evidence from an independent institution. - Prize Terms: If you promise a prize, you must detail the conditions of participation, validity period, amount, and delivery mechanism in full. - Asterisk (*): The use of asterisks should not be used to hide important information or mislead consumers.	implementing the mandate of Article 236 paragraph (3) of Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector and Article 29 paragraph (7) and Article 33 paragraph (9) of POJK Number 22 of 2023 concerning Consumer and Community Protection in the Financial Services Sector. This PADK provides more comprehensive and standardized guidelines regarding the provision of information, delivery of information for marketing, and presentation of Product and/or Service Information Summaries in accordance with statutory provisions.	BNI has adhered to the provisions and is in the process of adjusting the material as regulated in the PADK.	No impact on Financial Reports.
24.	PADG No. 31 of 2025 Concerning the Fourth Amendment to the Regulation of the Members of the Board of Governors Number 24/8/PADG/2022 concerning the Implementing Regulations for Fulfilling the Minimum Reserve Requirement in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	Changes to the regulations in this PADG include: a. confirmation that Bank Indonesia can determine exceptions to the DPK component in the method of calculating GWM b. provision of remuneration for excess reserves; and c adjustment of the reference for sanctions for GWM violations for BUS and UUS.	Bank Indonesia's policy mix is aimed at achieving rupiah stability, maintaining payment system stability, and contributing to financial system stability to support sustainable economic growth. To achieve rupiah stability, Bank Indonesia implements monetary policy, including through regulation of the Minimum Reserve Requirement (GWM). The GWM regulation policy continues to be strengthened to align with the evolving characteristics of banking deposits, banking liquidity, and interest rate characteristics in the economy.	BNI has adhered to the PADG provisions.	No impact on Financial Reports.

No.	Legislation	New or Significant Regulatory Changes	Background to the Issuance of Regulations	Impact and The adjustments Made by BNI and its subsidiaries	Impact on Financial Statements
25.	PBI No. 10 of 2025 concerning Regulation of the Payment System Industry (PBI PISP)	The material regulated in this PBI includes: a. Regulated Parties include BI, PSP, PJP, PIP, Commercial Banks, Supporting Providers, Payment System Infrastructure Participants, Connected Parties and other parties including SROs, parties collaborating with PSP and Participants, as well as parties affiliated with PSP. b. Scope of Regulation c. Payment System Activities include managing Fund Sources, forwarding transactions, clearing and settlement. d. Payment System Products consist of Funding Sources in the form of savings, monetary value in electronic money, and deferred payments; and access to Funding Sources in the form of instruments, channels, and access to other funding sources determined by Bank Indonesia. e. Payment System Pricing Scheme f. Payment System Technology Innovation g. TIKMI h. Strategic Business Plan (SBP) and Payment System Business Plan (RBSP) i. Payment System Industry Players j. PSP Classification k. PJP Activity Package (Bundling) l. Licensing as PJP or Determination as PIP m. Participants n. Activity Development, Product Development, and/or Cooperation o. Cooperation and Supporting Providers p. Payment System Infrastructure and Payment System Data Infrastructure q. Governance and Risk Management r. Market Practice s. Payment System Data and/or Information t. Supervision u. Termination v. Coordination and Cooperation w. Transition	This PBI was issued in order to organize the national Payment System industry that supports the integration of the digital financial economy in a consolidated and resilient structure in accordance with the 2030 Indonesian Payment System Blueprint (BSPI), which is a continuation of BSPI 2025. This PBI also embodies Bank Indonesia's commitment to maintaining Payment System stability, which is one of Bank Indonesia's objectives as mandated by Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector. To ensure that all BSPI 2030 initiatives are implemented optimally and are able to support Bank Indonesia's objectives, it is necessary to regulate criteria as a reference for implementing the principle of same activities, same risk, and same regulation through an assessment of the fulfillment of criteria in the form of transactions, interconnection, competence, risk management, and information technology infrastructure or what is known as TIKMI. The assessment of TIKMI fulfillment by the Payment System industry is used by Bank Indonesia in licensing, determination, approval, access to participation, implementation, supervision, and termination of the implementation of the Payment System.	BNI will adhere to the provisions of the PBI in question.	No impact on Financial Reports

Changes in Accounting Policies and Their Impact on BNI

Amendments to PSAK 117: Insurance Contracts		
Explanation of Changes in Accounting Policies Implemented	:	The amendments to PSAK 117 are an adoption of IFRS 17, which supersedes PSAK 62. This standard significantly changes the accounting treatment of insurance contracts, particularly on the measurement of insurance contract liabilities, revenue recognition, and the presentation and disclosure of insurance risks. PSAK 117 introduces a measurement approach based on estimates of discounted future cash flows, risk adjustments, and a contractual service margin (CSM) to reflect unrecognized gains.
Impact on BNI	:	This amendment does not have a material impact on reporting or substantial impact on the accounting policies of BNI and its subsidiaries.

Amendment to PSAK 221: The Effect of Changes in Foreign Exchange Rates		
Explanation of Changes in Accounting Policies Implemented	:	The amendments to PSAK 221 provide clarification about the circumstances in which a currency lacks exchangeability. Under such circumstances, entities are required to use an estimated exchange rate that reflects the exchange rate obtainable through alternative transactions. These amendments aim to improve the consistency and relevance of foreign exchange transaction measurement.
Impact on BNI	:	This amendment does not have a material impact on reporting or substantial impact on the accounting policies of BNI and its subsidiaries.

Bank Health Level

The Bank Health Level (TKB) represents a comprehensive assessment of a bank's condition, encompassing integrated risk and performance aspects, and serves as an early warning instrument to identify potential issues that may affect business sustainability. Through the TKB assessment, the Bank determines corrective actions, links capital adequacy to the level of risk, and supports strategic decision-making to strengthen competitiveness and resilience.

BNI's health level assessment is conducted in accordance with OJK Regulation No. 4/POJK.03/2016 on the Assessment of Commercial Bank Soundness, as well as the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

A. Bank Health Level Based on Financial Services Authority (OJK) Regulations

In accordance with OJK Regulation No. 4/POJK.03/2016, the assessment of the Bank Health Level is conducted using the Risk-based Bank Rating (RBBR) approach, both on an individual and consolidated basis. This assessment encompasses four main factors, as follows:

1. Risk Profile, which represents an assessment of inherent risk and the quality of risk management implementation (KPMR) across the Bank's eight principal risk types.
2. Good Corporate Governance, which evaluates the quality of the Bank's management in implementing sound corporate governance principles.
3. Earnings, which assesses the Bank's performance, sources, sustainability, and management of profitability.
4. Capital, which evaluates capital adequacy and capital management by linking the level of capital to the Bank's risk profile.

The Bank Health Level assessment is submitted to the Financial Services Authority (OJK) on a semi-annual basis, namely in June and December. The results of BNI's Bank Health Level assessment as of December 31, 2025 are presented in the following table:

Assessment Factor	Assessment (Rating)	
	As of December 31, 2025	As of December 31, 2024
Risk Profile	2	2
Good Corporate Governance	2	2
Earnings	2	2
Capital	2	2
Bank Health Composite Rating	2	2

The results of BNI's Bank Health Level assessment as of December 31, 2025 were classified as **"Healthy" (Composite Rating 2)**, indicating that the Bank's overall condition was sound and that it was well positioned to withstand potential adverse impacts arising from changes in business conditions and external factors. All assessment factors, encompassing Risk Profile, Governance, Earnings, and Capital, were rated at an adequate level, with any potential weaknesses deemed insignificant and not affecting the Bank's business continuity.

B. Bank Health Level Based on the Regulations of the Ministry of State-Owned Enterprises (BUMN)

In accordance with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, the assessment of SOE Health Level is conducted through a rating process determined by national and/or international rating agencies. Such ratings are carried out once a year based on the audited consolidated financial statements for the current fiscal year and are submitted to the State-Owned Enterprises Regulatory Body no later than May of the same year.

To comply with the provisions of Article 80 paragraph (1) of the said regulation, the Bank Health Level assessment through ratings is conducted by international rating agencies (Fitch Ratings, Moody's, and S&P) as well as the national rating agency Pefindo. The results of the Bank Health Level ratings of PT Bank Negara Indonesia (Persero) Tbk are presented as follows:

Final Rating

Rating Agency	Rating	Health Level	Classification
Fitch Ratings	BBB/Stable	AAA	Very Healthy
Moody's	Baa2/Stable	AAA	Very Healthy
S&P	BBB/Stable	AAA	Very Healthy
Pefindo	idAAA/Stable	AAA	Very Healthy

Accordingly, the Soundness Level of PT Bank Negara Indonesia (Persero) Tbk was rated AAA, with a **"Very Healthy"** classification.

Report on the Utilization of State Capital Injection (PMN) and/or Additional PMN

Throughout 2025, BNI did not receive any State Capital Injection (PMN), including any additional PMN.

Implementation Project Strategic National or Other Assignments

During In 2025, BNI did not record any government-assigned Project Strategic National (PSN), but had other assignments given by government namely distribution help social, including there is distribution of Facility Program Liquidity Payment Housing (FLPP), distribution help social, etc., with detailed information as following:

Legal Basis	The Beginning Year of Assignment	Government-Assigned	Compensation	Description
Letter Ministry Coordinator Field Economy Republic of Indonesia Number B/ PK.KUR/264/DIMEKON/11/2025 dated November 20, 2025	2007	Distribution of People's Business Credit	DPK	Total Recipients: 51,983 Amount: IDR11,701,922,302,500 Year 2025 Budget
Letter Ministry Coordinator Field Economy Republic of Indonesia Number B/ PK.KUR/284/DIMEKON/12/2025 dated December 12 , 2025	2025	Distribution of Housing Program Credit	DPK	Total Recipients: 707 Nominal: IDR708,388,200,000 Year 2025 Budget
Letter Ministry Coordinator Field Economy Republic of Indonesia Number B/ PK.KUR/65/DIMEKON/04/2025 dated April 25, 2025	2025	Distribution of Financing for Business and Agriculture Equipment	DPK	Total Recipients: 7 Amount: IDR4,740,187,000 Year 2025 Budget
PKS No. 11/PMO/PK.PKP/ PKS/08/2021 and No. DIR/612.1	2020	Distribution of Incentive Funds in the Pre-employment Card Program	DPK	Total Recipients: 1,530,968 Recipients Nominal: IDR6,430,065,600,000 Year 2024 Budget
PKS No. 9/PKS/BP-TPR/ IV/12/2024 and No. DIR/1057	2025	Distribution of Facility Programs Housing Liquidity Financing (FLPP)	DPK	Total Recipients: 15,159 Units Mortgage Amount: IDR2,540,641,721,000 FLPP Nominal: IDR1,900,163,725,125 Year 2025 Budget

DISTRIBUTION OF SOCIAL ASSISTANCE

Legal Basis	The Beginning Year of Assignment	Government-Assigned	Compensation	Realization per December 31, 2025
• Law No. 7 of 1992 • Regulation Minister Finance No. 254/PMK.05/2015 • PMK No. 228/PMK.05/2016 • Presidential Decree No. 63 of 2017 • Letter OJK Circular No. S-15/PP.1/2017 dated June 7 2017 • Regulation Minister Education No. 10 of 2020 • Persesjen Ministry of Education and Culture No. 20 of 2023	2015	Distribution Assistance of Ministry of Education and Culture's Smart Indonesia Program (PIP) Indonesian Research and Technology Agency	Disbursement of funds allocation assistance sourced from the APBN to account recipient help .	Total Recipients: 4,029,752 Nominal: IDR6,314,403,600,000
• Addendum III to the Agreement Cooperation between Ministry of Education and Culture with BNI No. 316/PLPP.3/KU/I/2024 & BNI Number : INS2/001.1/PKS/2024 dated January 19 , 2024	2015	Assistance for Operational School (BOS)		Total Recipients: 5,173 Nominal: IDR256,279,838,774
• Addendum to the Agreement Cooperation Distribution Help Cost Education Smart Indonesia Card (KIP Kuliah) and Scholarship PKS No. 1143/J5/KU.01.02/2022 & BNI Number: HLB-2/017/PKS/2022 dated August 8, 2022 • PKS Service Banking in frame Distribution of Various Allowances for Teachers, Educators Others , and Power Non- Civil Servant Education Regional Civil Service 2024 No. 0067/ PLPP.3/KU/I/2024 & BNI Number : INS2/001/PKS/2024	2019	Distribution of Social Assistance from Ministry of Education and Culture's Smart Indonesia Card for College (KIP-K) Indonesian Research and Technology Agency		Total Recipients: 324,319 Nominal: Rp2,750,330,458,560
	2019	Flagship Scholarship		Total Recipients: 10,003 Nominal: IDR155,602,142,926
	2020	Distribution of Teacher Allowance		Total Recipients: 391,726 Nominal: Rp2,229,352,149,472
	2023 (distribution until February 2024)	Affirmation Education Dikmen		Total Recipients: 2,084 Nominal: IDR52,605,397,869
• PKS Distribution of Funds for Development Program Financing Non- Degree Micro Credential Competence Manual Number 075/ B5/GT.01.15/2024 & BNI Number : INS2/022/PKS/2024 dated July 8 , 2024	2024	Government Assistance for Elementary School		Total Recipients: 249 Nominal: IDR4,900,000,000
• PKS Distribution of Assistance Funds Government Education Public And Education Special Year 2024 Budget No. 07.25.021/C6-PPK/KU.01.02/2024 & BNI Number : INS2/026/PKS/2024 dated July 25 , 2024	2024	Help Government Education Intermediate and Education Special		Total Recipients: 544 Nominal: Rp20,597,200,000
• PKS Distribution of Assistance Funds Responsive Emergency And Recovery Post Disaster For School Basis No. 16087/C3.3/BP2.03/VII/PKS. RKD/2024 & PKS No. INS2/022.1/ PKS/2024 and No.INS2/022.2/ PKS/2024 dated July 8 , 2024	2024	Assistance for Microcredential		Total Recipients: 100 Nominal: IDR819,200,000
	2024	Assistance for Belmawa		Total Recipients: 2,491 Nominal: IDR143,496,461,228



05

BUSINESS SUPPORT FUNCTION

Human Capital	440
Information Technology	462
Information Technology Governance	487
Service Digitization	494
Services and Networks	502
Customer Experience Center	504
Data Management & Analytics	507
Service Quality Function	509


BNI
03
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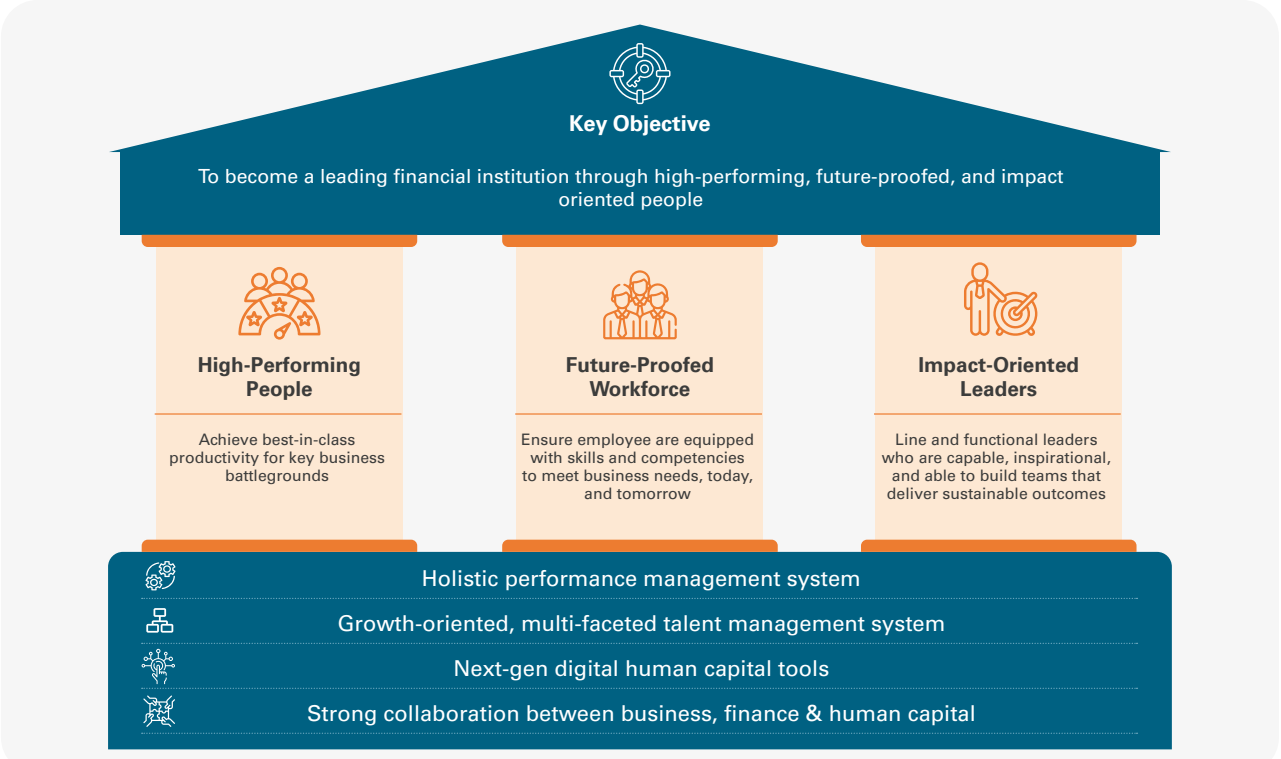
TELLER OFFICER

Human Capital

The year 2025 marked a pivotal phase in the Human Capital transformation of Bank Negara Indonesia. This year began the translation of various strategic designs previously outlined in the HC Roadmap 2025–2029 into tangible and integrated execution. Amidst an increasingly competitive banking landscape, pressures on productivity, and progressively complex governance and sustainability requirements, Human Capital is directed toward delivering relevant quick wins for the business while simultaneously building the organization's long-term foundation through the implementation of priority initiatives that have a direct impact on performance, talent readiness, and leadership effectiveness.

As a strategic pillar in BNI's Corporate Plan, Human Capital is positioned as a strategic foundation for the Company's long-term value creation. We no longer see Human resource management as just an administrative support function, but as a strategic enabler that plays a direct role in driving business performance, ensuring organizational sustainability, and strengthening BNI's long-term resilience amidst the dynamics of the financial industry.



HUMAN CAPITAL STRATEGY & ROADMAP EXECUTION

The HC Roadmap 2025–2029 was formulated to address organizational challenges, from productivity enhancement and future workforce readiness to strengthening leadership across all lines. Following the Diagnose and Design phases in the previous period, 2025 serves as the inaugural year of implementation using a selective execution approach, where Human Capital prioritizes initiatives that deliver significant short-term impact. Human Capital's quick wins in 2025 are focused on:

- Strengthening performance discipline and execution effectiveness;
- Ensuring capability readiness in critical functions;
- Enhancing the role of leaders in driving performance.

This approach ensures that Human Capital transformation extends beyond policy design since it also has a tangible impact on the achievement of the organization's strategy.

HIGH-PERFORMING PEOPLE

Driving Productivity through Performance Discipline

BNI positions performance as an integrated management system with a focus directed toward strengthening consistent and objective performance discipline that aligns with business priorities, particularly for roles and functions with a direct contribution to productivity.

In 2025, the initial implementation of the HC Roadmap for this pillar focused on strengthening the effectiveness of sales functions by enhancing the capabilities of RM/Sales roles. This approach reflects Human Capital's strategic choice to drive quick wins in areas with the most significant business impact.

As we strengthened our sales capabilities, we sought to improve individual competencies, refining execution quality, ensuring performance accountability, and aligning business targets with work behavior. This approach serves as the foundation for building a more disciplined and result-oriented performance culture in the long term.

FUTURE-PROOFED WORKFORCE

Ensuring Workforce Readiness and Capability Relevance

In facing business dynamics and shifting capability requirements, BNI places employee readiness as a strategic priority. Employee management is focused on both fulfilling short-term needs and preparing a workforce that is relevant, adaptive, and ready to face future challenges.

Fiscal 2025 was a year where we first implemented the HC Roadmap for this pillar through the strengthening of Strategic Workforce Planning and a more structured talent pipeline management. Recruitment and development have been directed as part of a single talent management ecosystem, ensuring that Human Capital development strategies are more targeted and aligned with business strategy while mitigating risks by anticipating future capability needs.

IMPACT-ORIENTED LEADERS

Strengthening Leadership as an Execution Lever

BNI understands that leadership is a primary lever for the effectiveness and consistency of strategic execution. Therefore, leadership development is focused on roles that have a direct impact on organizational performance and stability, at both strategic and operational levels.

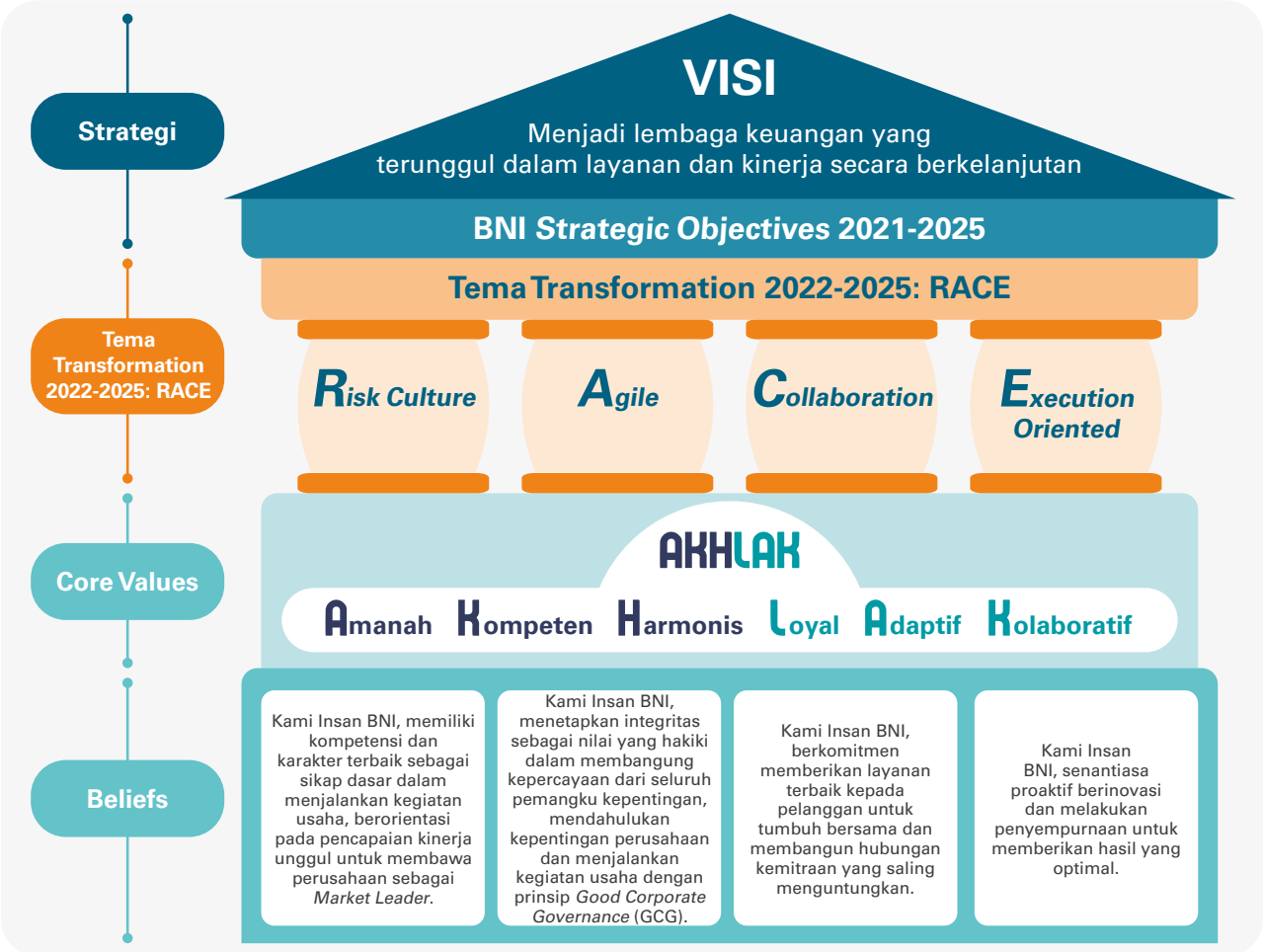
In 2025, we directed the initial implementation of the HC Roadmap for the leadership pillar at strengthening the capabilities of unit leaders and line managers. Leadership acceleration programs runs in an integrated manner to ensure leadership development aligns with business strategy.

Strengthening leadership at the operational level is aimed at improving the quality of work unit management, execution effectiveness, and the role of leaders as role models in driving a performance culture. This initial implementation serves as the foundation for building a leadership pipeline that is more prepared, impactful, and sustainable.

CULTURAL TRANSFORMATION TO DRIVE SUSTAINABLE BUSINESS GROWTH

Since 2023, BNI has implemented a Cultural Transformation Management Framework as a strategic foundation for building a work culture that supports performance achievement and business sustainability. This framework is designed to align with the Company's strategic direction and serves as a guide for consistently directing shifts in work behavior across the organization.

The BNI Cultural Transformation Framework is built upon three integrated main components: Transformation Themes, Core Values, and Beliefs. The Transformation Themes represent strategic cultural focuses deemed crucial for BNI to achieve performance leaps and address future business challenges. Core Values serve as the fundamental principles and shared identity of BNI's people in running the organization, while also acting as the "glue" of the SOE Work Culture to support continuous performance improvement. Meanwhile, Beliefs are the hypotheses and basic assumptions formed by organizational experience, which play a role in directing expected work behaviors.



These three components are reinforced by Swadharma Bhakti Nagara as BNI's corporate identity, serving as core convictions, spiritual commitments, and the moral foundation in fulfilling the mandate and service to the nation. Swadharma Bhakti Nagara inspires the application of the Transformation Themes, Core Values, and Beliefs, and acts as the ethical foundation for every behavior and decision made by BNI's people.

Through this structured approach, BNI is confident that cultural transformation can become a primary lever in driving sustainable performance growth, while simultaneously supporting the achievement of BNI's strategic objectives and Vision.

The implementation of work culture transformation is supported by the RACE Network as a change agent network. They serve as role models and informal leaders in internalizing the values, behaviors, and work habits aligned with the direction of cultural transformation throughout BNI and the BNI Group.

WORK CULTURE TRANSFORMATION MILESTONE



2022

Foundations for Cultural Transformation

BNI initiated a work culture transformation by developing a cultural transformation framework aligned with the Company's strategy. The focus was on leadership alignment to build a shared understanding and commitment among leaders in driving changes in work behavior throughout the organization.



2023-2024

Acceleration and Internalization

BNI continued its work culture transformation by implementing a more structured culture management framework. This effort included developing best practices for cultural transformation, establishing culture change agents, and expanding cultural internalization through a trainee-for-trainer program in work units.



2024-2025

Strengthening Implementation

BNI focused its efforts on strengthening the implementation of its work culture transformation through continuous monitoring and evaluation mechanisms. Activities included culture site visits, focus group discussions, and the BNI Culture Fest, a milestone to increase the involvement of all BNI Hi-Movers.



2025 & *Beyond*

Integration and Sustainability

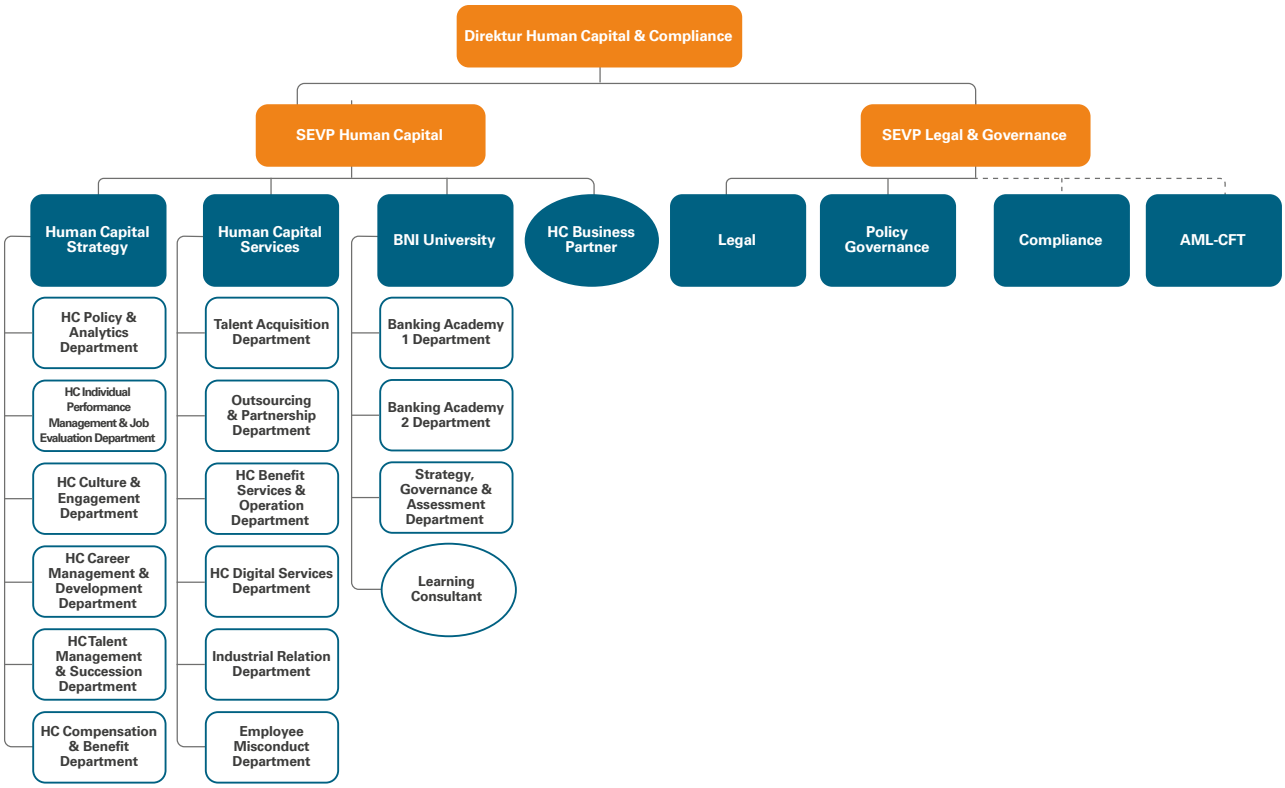
In 2025, BNI will strengthen and accelerate its Work Culture Transformation by integrating culture into the performance management system, strengthening the role of the RACE Network as an informal leader, and consistently embodying cultural symbols. The implementation of performance culture is strengthened through various cultural programs and the implementation of BNI Habits, supported by exemplary leadership and implemented concretely in the daily work activities of BNI Hi-Movers.

Performance culture is strengthened through the application of BNI Habits, supported by leadership as role models and realized through daily work activities. These efforts are continuously bolstered by the internalizing of Swadharma Bhakti Nagara as BNI's corporate identity, which inspires the behaviors, habits, and decision-making processes of BNI's people.

In 2025, the focus of cultural transformation was directed toward creating a work culture that is consistent, measurable, and aligned with strategic objectives, aimed at supporting BNI's sustainable performance growth.

BNI HUMAN CAPITAL MANAGEMENT ORGANIZATION STRUCTURE

BNI has a Human Capital management organization under direct oversight of the Human Capital & Compliance Director and SEVP Human Capital. The Human Capital management organization consists of several Strategic Units, including the Human Capital Strategy Division, which has the authority to determine policies and the strategic direction of Human Capital management; the Human Capital Services Division, which plays a role in operationalizing these policies; BNI University, which is responsible for developing employee capabilities and competencies; and the HC Business Partner, which functions as a strategic partner in supporting the needs of Business Units. Furthermore, in executing its functions, BNI's Human Capital management continuously collaborates closely with business and finance functions to ensure full alignment with the Company's overall strategy and objectives.



EMPLOYEE PROFILE

BNI had a total headcount of 27,201 employees, down 2 employees compared to its corresponding figure on December 31, 2024, when the Bank had 27,203. The size of BNI's workforce in 2025 aligned with its corporate strategy to manage growth in a measured manner, with a focus on increasing productivity and organizational effectiveness.

In 2025, employee management was directed to support the performance improvement agenda through the optimization of business processes, strengthening of capabilities, and acceleration of service digitalization. This approach reaffirmed BNI's commitment to drive sustainable value creation, which was paired with the optimization of business process improvements.

The efforts to increase employee productivity were reflected in the earning per employee (EPE) measurement matrix of IDR746.18 million/ employee. This indicator reflected the organization's performance in managing human resources efficiently amidst business dynamics and ongoing transformation investments.

Further information about the profiles or demographics of BNI employees is available in the Company Profile Chapter in this Annual Report.

IMPLEMENTATION OF THE HUMAN CAPITAL MANAGEMENT STRATEGY IN 2025

Increasing Employee Productivity Through Performance Culture

In 2025, BNI focused its performance management on strengthening discipline and consistency in performance execution across the organization. This step was taken as part of the efforts to increase productivity, in line with the performance dynamics and the ongoing transformation agenda.

Performance management was carried out through a year-round cycle, starting from goal setting and performance driving to performance evaluation. This process was used to clarify work direction, maintain execution quality, and ensure that evaluation results are utilized as a basis for decision-making and employee development.

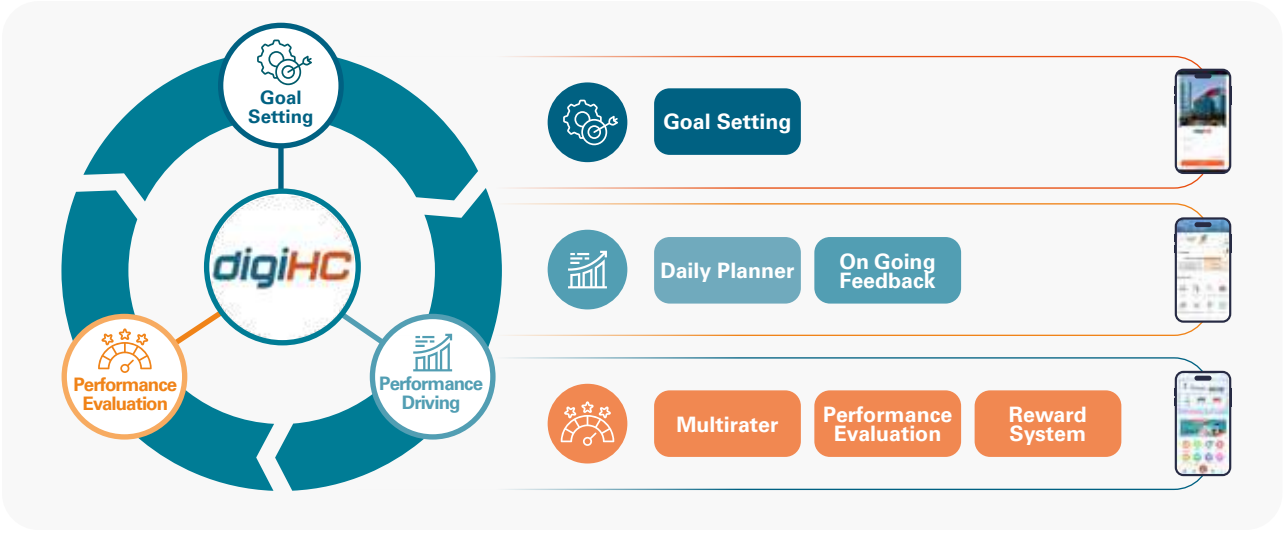
The role of line managers was strengthened to manage unit performance more structurally. Performance data is used to monitor achievements periodically, identify potential obstacles early, and determine the necessary follow-up. Coaching has become part of daily work practices, with a focus on clear expectations and concrete performance improvement efforts.

Through process strengthening, data utilization, and enhancing the role of line managers, BNI is building a more disciplined and measurable performance management foundation. These efforts are directed toward supporting gradual and sustainable productivity improvements at both individual and work unit levels.

To support this process, BNI utilizes DigiHC as a system that manages the execution of the performance cycle end-to-end and is accessible to all employees. Through DigiHC, the processes of goal setting, performance monitoring, evaluation, and development follow-up are executed in a single workflow.

This system is used to increase the transparency of performance management and facilitate line managers and employees in monitoring achievements and required follow-ups. Recorded performance information is subsequently used as a reference for other Human Capital processes, including competency development, learning & development, talent management, and career planning.

With the support of consistently used processes and systems, performance management is executed more structurally. This approach forms the basis for gradually strengthening productivity at the individual and unit levels, aligned with BNI's business needs.



Strategic Workforce Planning Aligned with BNI's Business Strategy

Changes in the banking industry and the direction of business transformation have prompted BNI to strengthen its workforce planning more purposefully. In this context, Strategic Workforce Planning is utilized to maintain alignment between business needs, organizational structure, and the availability of required capabilities.

In 2025, the implementation of Strategic Workforce Planning focused on areas directly linked to BNI's transformation agenda and business priorities. Focus was directed toward corporate and international banking functions, strengthening IT and digital capabilities, as well as functions contributing to the increase of CASA and fee-based income.

Recruitment is conducted as part of the talent pipeline management. BNI utilizes various recruitment sources, including collaborations with universities, government agencies, and national programs, to reach young talent and fulfill capability needs in required functions.

In 2025, BNI participated in the University Graduate Internship Program coordinated by the Ministry of Manpower. Through this program, BNI accepted 5,101 interns placed across various support and business functions.

The placement of interns was carried out to provide relevant work experience while enhancing the capabilities of fresh graduates. This internship program is part of BNI's contribution to supporting the government's agenda in young talent development and improving the quality of human resources.

Preparing Leadership through Integrated Talent Management

In 2025, BNI Human Capital continued its talent management with a focus on ensuring leadership continuity within the organization. This focus is aimed at ensuring that employee development runs in line with business needs and evolving organizational dynamics.

Talent management is executed by integrating performance, potential, and organizational needs into a single development flow. Competency determination, individual development, and succession readiness are used as the basis to ensure that the developed talent is relevant to the leadership roles they will undertake.

Competency as the Basis for Development

BNI uses a competency dictionary that covers technical competencies and behavioral competencies as a reference in employee management. Technical competencies reflect the knowledge and skills required to perform leadership roles effectively, while behavioral competencies describe work methods that support collaboration, decision-making, and performance accountability.

Competency alignment is performed to maintain the fit between leadership role requirements, employee development direction, and the business needs being pursued.

Individual Development through Individual Development Plan

The implementation of the Individual Development Plan (IDP) is carried out by the company for every employee as a form of commitment to continuous competency development, while also serving as a basis for identifying and preparing future leadership candidates. Individual Development Plan is designed to bridge competency gaps by aligning the competencies required for a position, employee performance achievement, and individual career aspirations with the company's strategic goals.

The IDP is prepared through two-way discussions (One-on-One Discussions) between employees and direct supervisors to ensure individual development direction aligns with organizational needs. This preparation is based on objective data including performance profiles, results of technical and behavioral competency assessments, and a Learning Roadmap relevant to the position and job level. The realization of the development plan in the IDP is implemented through a 70:20:10 approach which integrates real work experience (Experiential Learning-70), mentoring through coaching and mentoring (Social Learning-20), and structured formal learning supported by predictive learning features (Formal Learning-10).

The integration between personalized planning and an adaptive learning ecosystem ensures that every employee has a directed development path, enabling the company to maintain a strong leadership pipeline to support sustainable business growth.

Ensuring Leadership Sustainability through Succession Planning

BNI strengthens its succession planning process to ensure it has a ready pool of internal talent for leadership positions according to organizational needs. The primary focus is to maintain leadership continuity and the quality of decision-making across various levels of the organization.

Succession planning is executed through assessments of performance, potential, and talent competency, considering the organization's medium- and long-term needs. These assessment results are used to identify candidates prepared to fill leadership positions and to determine development directions relevant to role requirements.

As part of strengthening this process, BNI formulates specific development plans for candidates in the successor pool. This development is tailored to the requirements of the target position and is monitored periodically to ensure progress in candidate readiness.

Through the strengthening of succession planning, BNI maintains leadership sustainability in a more planned and measured manner, aligned with organizational dynamics and evolving business needs.

Talent Acceleration to Prepare Future Leaders

To support readiness in filling leadership positions at the strategic level, BNI runs a talent acceleration program for high-potential employees. This program focuses on enhancing role readiness, decision-making quality, and understanding business complexities for BOD-2 employees to fill BOD-1 positions. The program is designed to address the dynamics of the changing business environment, internal organizational challenges, and the need for adaptive, agile, and performance-oriented leaders. Through this program, BNI strengthens an adaptive and competitive leadership pipeline to support performance sustainability and business transformation.

Leadership Development through Global Postgraduate Education

The Company works very consistently to enhance employee competitiveness to meet global standards through postgraduate education scholarships. This opportunity is granted to the best talents to pursue Master's degrees at the Top 30 World Class Universities as part of the commitment to building superior human resources with international perspectives.

The Global Postgraduate Program (GPP) continues as a strategic initiative to produce BNI's next leaders. Through this program, high-potential talents are equipped with advanced education at leading world universities to enrich global insights, expand international networks, and enhance capabilities in facing global banking business challenges.

The program is projected to be a primary source for strengthening the company's leadership pipeline, ensuring the availability of competent leaders with international competitiveness to support future business growth.

GPP has been implemented since 2016 as a tangible manifestation of BNI's commitment to employee development. To date, the program has been participated in by 62 employees who are being prepared to broaden their global perspectives and strengthen their leadership capabilities within BNI.

Employee Testimonials



AYU MENTARI
Masters In Finance,
London Business School (Rank 12)
Treasury Structuring & Derivative
Product Senior Dealer, Treasury Division

The BNI Global Postgraduate Program has delivered significant added value through global exposure, expansion of international professional networks, and the strengthening of leadership and personal development capabilities relevant to global banking challenges. The program has shaped a more strategic and adaptive mindset within an international environment.

BNI's support from the pre-departure stage—including IELTS/GMAT preparation, university application processes, and administrative assistance—was exceptionally strong and structured. This support is particularly crucial given that most invited awardees continue to hold key operational roles and serve as integral contributors to their teams' day-to-day business activities. The Company's active encouragement and facilitation foster a conducive and supportive environment, enabling employees to prepare for and undertake their studies optimally without compromising their professional responsibilities.

In addition, Bank Negara Indonesia (BNI) provides comprehensive financial support. This support reflects the Company's commitment to creating a safe and sustainable learning environment, while enabling participants to maximize their learning outcomes effectively.

Employee Testimonials



DICKY ALFIANS ADI NUGROHO
Master of Science in Business with Marketing
University of Warwick (Rank 26)
MGR Operations Business Process Optimization, Operation Strategy & Development Division

The BNI Global Postgraduate Program (GPP) was a truly transformational experience for me during my postgraduate studies at Warwick Business School, United Kingdom. The highly competitive academic environment at WBS continuously challenged me to sharpen my critical thinking, analytical capabilities, and strategic mindset through discussions based on global case studies and collaboration with students from diverse international backgrounds. This experience not only broadened my academic perspective, but also fostered a sense of healthy competitiveness.

During my studies in the UK, I adapted to the fast-paced academic environment, high expectations for analytical quality, and a culture of open and challenging discussions. This process fostered resilience, increased self-confidence in conveying ideas and arguments professionally, and fostered the courage to actively contribute in a highly competitive environment. Every academic challenge became a learning opportunity to continuously improve my capacity and build confidence to compete internationally.

Financial support from BNI through the GPP Program enabled me to optimally focus on my learning process at Warwick Business School. More than just financial support, this program represents BNI's commitment to developing talent with global exposure, competitive capability, and leadership readiness. I view this opportunity as a mandate to bring back best practices, global insights, and a spirit of continuous improvement to make a tangible contribution to strengthening BNI's capabilities and sustainable competitiveness.

Independent Development through Self Development Program

The Company also supports its employees who take the initiative to pursue higher education at the Undergraduate (S1), Master's (S2), and Doctoral (S3) levels at the best domestic universities. This support is realized through the Self Development Program (SDP), an initiative designed to facilitate the improvement of employees' academic qualifications to strengthen the intellectual foundation of future leaders.

This program aims to continue driving a continuous learning culture while ensuring that leader candidates have a depth of insight relevant to global business complexities. Through the educational assistance provided, employees are expected to integrate academic knowledge with professional practice, thereby providing more optimal strategic contributions and leadership for the company's business progress.

Executive Development Program for BOD-1

BNI organizes a specialized development program for Senior Leaders at the job level one tier below the Board of Directors (BOD-1) to ensure the readiness of the company's top leadership candidates. Leadership development at this level is implemented through various strategic initiatives, including participation in development programs organized by Danantara Learning, as well as a series of executive training programs in collaboration with world-class learning consultants and leading business schools.

Employee participation in programs organized by Danantara Learning is part of a strategic initiative to ensure talent development aligns with the Danantara development scheme. Meanwhile, executive training programs conducted in collaboration with world-class consultants and leading business schools—including the Advanced Management Leadership Program (AMLP)—focus on strengthening strategic leadership capabilities, global insights, and corporate-level decision-making.

All these development initiatives are designed to ensure the availability of top leadership talent who are ready to compete and contribute optimally to the business environment.

Leadership Development Program

The Company organizes a comprehensive series of tiered leadership development programs designed to prepare superior talent as future global leaders. This initiative is a vital part of strengthening behavioral competencies so that every individual can face dynamic business challenges.

Within this framework, every employee is directed to implement leadership values gradually, starting from **Leading Self** (leadership based on the ability to understand and manage oneself), **Leading Others** (the ability to build effective relationships, provide direction, and inspire teams to achieve common goals), to **Leading Business** (the ability to understand business dynamics and make strategic decisions to support organizational sustainability). A

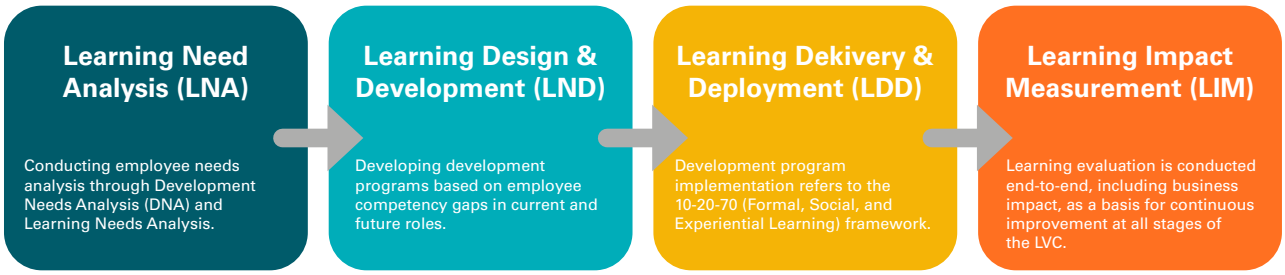
As a concrete manifestation of this commitment, the company organizes tiered leadership programs consisting of the Firstline Management Leadership Program (FMLP), Middle Management Leadership Program (MMLP), Advanced Management Leadership Program (AMLP), and the Board Level Leadership Program.

Stages	Description
Firstline Management Leadership Program (FMLP)	Basic Leadership Development Program for Firstline Employees, designed to equip them with essential competencies in preparation for becoming Team Leaders.
Middle Management Leadership Program (MMLP)	Intermediate Leadership Development Program for Middle Management Employees, designed to improve global leadership competencies in order to prepare talent succession ready for BOD-2 positions.
Advanced Management Leadership Program (AMLP)	Advanced Leadership Development Program for Senior Leaders, designed to prepare Division Heads/Regional CEOs with an understanding of the latest global trends so that they can play a strategic role in supporting BNI's business optimization.
Board Level Leadership Program	Board Level Leadership Development Program, designed to ensure strategic and adaptive leadership in response to market dynamics in order to support the implementation of the Corporate Plan and the company's strategic priorities.

Employee Competency Development Strategy to Drive Sustainable Business Productivity

The strengthening of sustainable performance and the enhancement of global competitiveness are carried out by the company through the alignment of competency development programs with the organization's vision, mission, and strategic direction. This human capital management is centralized through the corporate university known as BNI University, ensuring that every learning initiative has a direct impact on business productivity.

The implementation of competency development is systematically designed using the Learning Value Chain (LVC) framework. Through this structured approach, the company ensures that every stage of learning—from identifying needs to evaluating impact—runs in alignment with the increasingly adaptive dynamics of the banking industry.



In order to shape employees who possess high initiative to continuously learn and develop themselves, a transformation of the employee development mindset has been undertaken since 2024. The development pattern, which was previously HC Centric—where the HC Team held full responsibility for the development process—has shifted to Co-Creation Centric.

Through this approach, there is a "sharing responsibility" in employee development, involving the Employee as Performer (50%), the Leader as Coach (40%), and the HC Unit as Strategic Partner (10%), making the development process more collaborative, sustainable, and yielding a tangible impact on performance.

Employee competency development is focused on strengthening technical competencies and behavioral competencies to address competency gaps according to current position requirements as well as future career projections. As an organizational follow-up, the company conducts a consolidated analysis of all learning plans outlined in the agreed-upon Individual Development Plans (IDP). This analysis process ensures that the development direction of each individual aligns with actual issues, organizational strategies, and the company's business needs.

The realization of these development plans is implemented through a Blended Learning approach using the 70:20:10 method, which integrates knowledge, skills, and attitudes.

- Experiential Learning (70%) is realized through special assignments, On-the-Job Training (OJT), and Secondment programs to strengthen competency application in real work environments.
- Social Learning (20%) is conducted through assistance in Regular Coaching & Mentoring programs by supervisors to provide feedback and monitor development progress periodically.
- Formal Learning (10%) is facilitated through self-paced learning, which is currently supported by predictive learning features to provide material recommendations that align with positions and development needs.

Through this learning ecosystem, all development activities—whether field assignments (experiential), assistance (social), or formal training—are designed to provide a tangible impact on enhancing employee capabilities across all work units. Following the implementation of development, a comprehensive learning evaluation is conducted to measure the level of material understanding, monitor behavioral changes in the workplace, and analyze the impact of development programs on the sustainable improvement of performance and business productivity.

To help create an optimal learning ecosystem, the company continuously develops digital learning infrastructure to facilitate employee access to competency development. Through the BNI Smarter learning platform, employees can access various learning modules, interactive learning videos, and microlearning designed to be flexible and accessible anytime and anywhere.

To ensure that the development process implemented aligns with organizational strategy, there are 8 academies, each with its own development focus as follows.

Academies	Function
Leadership Academy	Managing leadership capability development to support organizational effectiveness and sustainability.
Finance & Human Capital Academy	Managing competency development in finance and human capital to support organizational performance and governance.
Legal, Governance, Audit, & Compliance Academy	Managing competency development in legal, governance, audit, and compliance to ensure compliance and strengthen corporate governance.
IT, Digital, & Operations Academy	Managing competency development in IT, digital, and operations to support digital transformation and operational excellence.
Network & Service Academy	Managing the development of network and service competencies to improve service quality and customer experience.
Retail Banking Academy	Managing the development of retail banking competencies to drive business growth and retail service quality.
Wholesale, Treasury, & International Banking Academy	Managing the development of wholesale, treasury, and international banking competencies to strengthen competitiveness and corporate and global business growth.
Risk Academy	Managing the development of risk management competencies to support prudent and sustainable decision-making.

As an implementation of the commitment to sustainable development, reinforcement is directed toward both behavioral and technical competency aspects that support business performance. The entire development program is systematically designed to address the ever-evolving dynamics of the industry.

a. **Behavioral Competency Development**
   The Company is committed to strengthening the behavioral competencies of all employees to ensure that every individual possesses attitudinal standards aligned with organizational values and dynamic business demands. Within this competency cluster, leadership development is positioned as a vital component, designed progressively to support work effectiveness at every job level.

   Behavioral competency development is directed toward strengthening employee professionalism, integrity at work, and continuous adaptability in responding to industry dynamics and changes.

b. **Technical Competency Development**
   Technical competency development is conducted to ensure that employees possess the knowledge, skills, and technical expertise relevant to position and level competency requirements, business demands, regulations, and increasingly dynamic industry developments.

   The focus of technical competency development is tailored to job families covering the mastery of core banking functions, including among others credit, finance & treasury, transactional banking, banking operations, IT & digital banking, data analytics, cyber security, risk management, as well as compliance and governance. Through a comprehensive learning approach, by integrating formal learning, social learning, and experiential learning, it is expected to enhance employees' technical capabilities to provide effective business solutions, improve service quality, and support the achievement of performance and long-term banking business sustainability.

Employee Testimonials



DIDIT MARWANTO
REGIONAL FINANCE & CONTROL DEPT. HEAD – REGIONAL OFFICE 15
Peserta Program Persiapan Implementasi BRAVE

To enhance employee productivity and support sustainable business performance, Bank Negara Indonesia (BNI) continues to drive organizational transformation and innovation, including the realignment of its regional structure to expand market share and strengthen competitiveness with peers through the implementation of the Branch, Region & Area Value Empowerment (BRAVE) Program.

In support of the BRAVE Program, a series of competency-based training initiatives have been conducted. These programs have delivered substantial added value, not only by broadening perspectives but also by strengthening capabilities in regional mapping, business strategy formulation, portfolio management, and continuous performance evaluation.

This applied learning approach enables stronger strategic alignment between Head Office and regional work units. Looking ahead, I hope the knowledge and insights gained can be effectively applied to drive improved performance at the work-unit level and contribute sustainably to the achievement of BNI's strategic objectives.

Optimum Reward & Remuneration Strategy

BNI implements a remuneration policy that refers to internal provisions and applicable laws and regulations, ensuring that the wage structure and scale remain at a competitive level in the labor market. The determination of remuneration is based on workload and is reviewed periodically to ensure competitiveness and alignment with the Company's business conditions. The remuneration policy is implemented in a fair and objective manner, without discrimination based on gender, race, or other backgrounds.

As part of the Human Capital management strategy, Reward & Remuneration is directed to support performance achievement and organizational sustainability. This approach emphasizes the alignment between contribution, performance, and the awards received by employees, and serves as part of strengthening BNI's Employee Value Proposition (EVP) through a total rewards approach.

Total Rewards Philosophy: FoR MoRe Benefit WE GO

BNI's Total Rewards philosophy is designed as a holistic approach to rewarding employees, formulated within the FoR MoRe Benefit WE GO framework. This philosophy reflects how BNI defines rewards as part of performance management, well-being, and sustainable employee development.

BNI's Total Rewards approach includes:

- FoR (Foundational Rewards) as the base of employee income,
- MoRe (Motivational Rewards) as performance-based rewards,
- Benefits as welfare support for employees during their service period until post-employment preparation,
- WE (Working Environment) as the creation of a conducive work environment, and
- GO (Growth Opportunities) as the opportunity for continuous capability and career development.

This philosophy serves as the foundation for determining Reward & Remuneration policies and practices that align with business direction and organizational needs.

Supporting Performance Culture through a Remuneration Strategy

In line with the Total Rewards philosophy, BNI aligns its remuneration strategy with its achievement at the corporate, unit, and individual levels. This alignment ensures that awards are given proportionally to the contribution produced, and encourages accountability and performance discipline across the organization.

The implementation of the remuneration strategy is carried out through periodic reviews of incentive schemes, the application of variable performance-based reward components, and the provision of appreciation for employee contributions. This approach strengthens the role of remuneration in shaping consistent, result-oriented work behavior that aligns with BNI's performance targets.

Policy Alignment in BNI Group [ACGS B.6.3]

As part of the BNI Group, Reward & Remuneration policies are consistently aligned across all entities to support common goals. This alignment includes the principles of remuneration management and employee awards to ensure policy consistency, strategic alignment, and synergy between business units within the group.

Performance Appreciation through BNI Employee Excellence Award

As part of strengthening the performance culture, BNI consistently organizes the BNI Employee Excellence (BEE) Award as a form of appreciation for the outstanding contributions and performance of BNI Group employees. This award is given to employees who demonstrate consistent performance achievements, provide a tangible impact on their work units, and serve as role models for work behavior aligned with the Company's values.

The BEE Award is positioned as a recognition of employees' best contributions, as well as an affirmation that performance achievement is the primary basis of the reward system at BNI. Its implementation involves Management and the Company's leadership as a form of commitment to strengthening the performance culture across the organization.

Employee Testimonials



Septi Ameliani
Branch Manager – Bandung
Branch Office – Regional Office 04

The BEE Award is one of BNI Management's ways of appreciating its best employees. The award not only rewards the rewarded employees but also their families, teammates, and their entire departments.

I couldn't be more grateful to be selected as one of the 60 BNI Best Employees for 2025. It really makes me proud to get such great recognition from BNI management.

For me, being a BNI Best Employee isn't just about the award; it's about earning trust. I'm committed to continuing my contributions to BNI and to being a leader who inspires others and helps develop the best talent around.

Many thanks to BNI Management! I'm really proud to be a part of the BNI Hi-Movers.

Employee Testimonials



AHMAD FATTAYA
Non-Bank Financial Institution Relationship Manager
International Banking & Financial Institution Division

The 2025 BEE Award from BNI management is a source of pride and motivation for me to continue making the best contribution to the company's performance.

Thank you to the management team for their guidance and trust, and to my colleagues for their extraordinary support and a positive and comfortable work environment.

With BNI's collaborative spirit and work culture, I'm confident BNI Hi-Movers will continue to grow and move forward.

I'm proud to be a BNI Hi-Movers!

Employee Testimonials



FEBRY INDRA SETYAWAN
Head of Tech Modernization
Bank Hibank Indonesia

Receiving the BEE BNI Award 2025 as the sole representative from a BNI subsidiary is a tremendous honor for me. This recognition is not only a personal achievement, but also a source of pride for Bank Hibank Indonesia as part of the BNI Group family.

As Head of Tech Modernization, I have the opportunity to contribute to the digital transformation that is key to the advancement of modern banking. This award demonstrates that our dedication and innovation at Bank Hibank Indonesia are recognized equally with other BNI employees.

Thank you to the management of BNI and Bank Hibank Indonesia for their trust and the opportunity to continue innovating. This award is a huge motivation for me to continue making the best contribution to modernizing banking technology and advancing the BNI Group in the digital era.

I am proud to be part of the BNI ecosystem and committed to continuing to work alongside all BNI Hi-Movers!

BEE Award in Talent and Leadership Development

The implementation of the BEE Award serves not only as a form of appreciation but also contributes to supporting talent development and leadership continuity within the BNI Group. A number of BEE Award recipients in previous periods have shown significant development in roles and responsibilities, including occupying leadership positions in various work units.

The growing trend indicates that the BEE Award has become a reference in identifying employees with superior performance and leadership potential relevant to organizational needs. Through this approach, BNI ensures that career development is based on real contributions and role readiness, thereby supporting the preparation of future leaders who possess strong capabilities, integrity, and business understanding.

The role of the BEE Award as part of strengthening the leadership pipeline is reflected in the career progression of its recipients, who are currently trusted to occupy positions as Division Heads and Regional Heads.



Zamzami
Regional CEO of Regional Office 03
Winner of the 2024 BNI BEE Award



R. Pratama Prabawaputra
Corporate Development & Transformation Division Head
Winner of the 2023 BNI BEE Award



Komang Arya Wira Kusuma Atmaja
Regional CEO of Regional Office 08
Winner of the 2024 BNI BEE Award



Ester Dian Fajar Rainy
SORX Wholesale & International Banking
Winner of the 2024 BNI BEE Award



Donny Chairuman
Institutional Banking 2 Division Head
Winner of the 2025 BNI BEE Award



Prihati
Enterprise & Commercial Remedial & Recovery Division Head
Winner of the 2024 BNI BEE Award

CREATING AN INCLUSIVE, CONDUCIVE AND PRODUCTIVE WORK ENVIRONMENT FOR ALL EMPLOYEES

BNI views the work environment as an essential prerequisite for maintaining productivity, engagement, and sustainable employee performance. Therefore, the strengthening of performance and leadership at BNI is complemented by continuous efforts to build an inclusive, safe, and conducive work environment for all employees.

A healthy and mutually respectful work environment enables employees to contribute optimally, collaborate effectively, and maintain a balance between performance and well-being. These efforts are implemented consistently through policy reinforcement, utilization of digital support, and the application of equality principles and the protection of employee rights across the BNI Group.

Respectful Working Place (RWP) as an Effort to Create a Safe, Comfortable, and Equality-Respecting Work Environment

BNI implements the Respectful Working Place (RWP) principles as part of its commitment to creating a safe, comfortable, and mutually respectful work environment. RWP affirms the Company's firm stance against all forms of harassment, bullying, discrimination, and other inappropriate behaviors in the workplace.

As a follow-up to the direction from the Ministry of SOEs through Letter Number SE-1/MBU/01/2024 dated January 18, 2024, BNI has established provisions for RWP implementation through Company Guidelines Number Instruction IN/013/HCS/001. RWP implementation is supported by a safe and confidential reporting mechanism, professional and equitable handling processes, as well as continuous socialization to strengthen understanding and mutually respectful behavior across all work units.

Policy Regarding Child Labor and/or Forced Labor

As part of its social and ethical responsibility, BNI ensures that all operational activities consistently comply with national labor laws and international standards prohibiting child labor and forced labor. Through a rigorous recruitment process and periodic audits, BNI maintains its commitment to protecting workers' human rights and supporting fair and sustainable labor practices.

Commitment to Human Rights Enforcement

As a form of responsibility toward sustainable and inclusive development, BNI is delivering on its commitment to upholding Human Rights (HAM) in every aspect of the Bank's operations. By prioritizing the values of justice, equality, and transparency, BNI ensures that all policies and actions consistently align with internationally recognized human rights principles. Through a collaborative approach with stakeholders, BNI continuously strives to create a work environment that is safe, respects diversity, and supports the protection of individual and community rights around BNI's environment. This commitment serves as the foundation for maintaining trust and delivering a positive impact to the wider community.

Recruitment of Persons with Disabilities

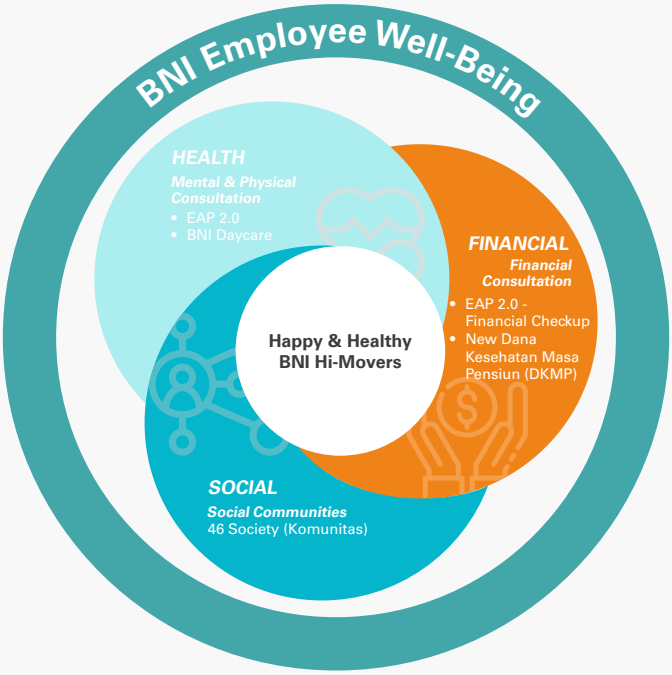
BNI consistently strengthens its commitment to building an inclusive work environment by providing a disability-friendly workplace, both through infrastructure adjustments and the opening of equal career opportunities. This commitment is realized through the continuous annual recruitment of employees with disabilities, opening space for disabled talent to join, contribute, and develop professionally at BNI. Through this approach, BNI not only expands access to inclusive job opportunities but also enriches organizational diversity, which supports the Company's innovation, performance, and sustainability.

Healthy, Comfortable and Safe Work Environment to Increase Employee Productivity [ACGS B.6.1]

BNI views a healthy, safe, and comfortable work environment as an essential prerequisite for maintaining productivity and sustainable employee performance. Therefore, BNI consistently ensures the availability of a proper workplace through the implementation of occupational health and safety standards, strengthening operational discipline, and providing supporting facilities relevant to employee needs.

This approach is directed toward mitigating work risks while creating a work atmosphere that enables employees to work in a focused, safe, and sustainable manner. A well-maintained work environment serves as the foundation for stable performance, healthy collaboration, and achieving optimal work results across all BNI Group work units.

In line with this commitment, BNI recognizes that long-term productivity is closely linked to the holistic well-being of its employees. In 2025, BNI continued to strengthen the BNI Holistic Employee Wellbeing Program, which is designed to support the creation of happy and healthy BNI hi-movers. The program is built on three main pillars—mental and physical well-being, financial well-being, and social well-being—implemented through various initiatives, including health consultation services and EAP 2.0, financial planning support and retirement preparation programs, as well as the enhancement of employee social communities. This holistic approach forms an integral part of BNI's efforts to sustainably maintain a balance between performance excellence and employees' quality of work life.



1. Maintaining Employee Mental and Physical Health

BNI Employee Assistance Program 2.0

As part of strengthening employee well-being, BNI continued the refinement of the BNI Employee Assistance Program (EAP) 2.0. This program provides access to professional consultation services regarding mental and physical health that are personal and confidential, aimed at helping employees manage work and personal challenges in a healthier manner.

The implementation results of EAP show that 64% of employees who utilized the consultation services experienced an improvement in their mental health conditions. This insight serves as the basis for strengthening a more structured and sustainable employee well-being approach through the BNI Holistic Employee Wellbeing Program 2025.

Employee Testimonials



HABIBULLAH ZUBER MATONDANG
Retail Productive Business
Team Leader
RCC Jatinegara

This EAP program has been a very beneficial experience. I find it incredibly helpful. The app is easy to use and offers various features that support mental health and work-life balance. Plus, I can communicate and discuss directly with experts. This program has helped me become more aware of the importance of maintaining my health, allowing me to work more focused and productively.

Thank you, BNI.

Employee Testimonials



UKHTI AMALIA
Institutional Banking Business Development
Institutional Banking 2

The BNI EAP program helped me realize that mental health is directly linked to work performance. With the guidance of a professional coach, I learned time management techniques and how to overcome anxiety when facing a big deadline. I feel more energetic and fully present in meetings, which automatically increased my work output compared to before.

It wasn't just about mental health counseling, but also about diet and exercise guidance. When my body feels fitter and my mind is calmer, my focus at work is much sharper. I no longer feel tired midday, so my productivity remains consistent from morning to evening.

Supporting Work-Family Balance through BNI Little Explorers Daycare
BNI continues the operation of BNI Little Explorers Daycare as part of its commitment to supporting work-family balance. This childcare facility is designed to provide tangible support for employees, particularly in balancing professional and family roles.

The daycare is managed by professional partners through a rigorous selection process, equipped with competent caregivers, periodic health monitoring, and safe, child-friendly facilities. The use of real-time activity monitoring applications provides a sense of security and trust for employees during their work hours.

As part of the BNI Little Explorers Daycare ecosystem, BNI also organized Parenting Webinars to equip employees with practical insights in supporting child growth and development amidst work dynamics.

Employee Testimonials



Daniel Setiawan
Program Relation Manager
Senayan Branch

BNI's Daycare Program provides a strong sense of security for my family and me while carrying out our work responsibilities. This facility allows my child to remain in a safe, well-managed environment that supports their growth and development.

In addition, children receive attentive and friendly care, engage in educational activities, and are monitored through an adequate CCTV system, reflecting BNI's genuine commitment to the well-being of both its employees and their families.

Employee Testimonials



Amanda Puspitasari
Channel & Service Management Senior Staff Channel & Service Management Section - Regional Office 12

BNI Daycare helps me maintain a balance between my career and my role as a mother. This facility is a tangible manifestation of BNI's support for employee mental health. Since using BNI Daycare, my work routine has become much more focused and easier. My children are close to the workplace, well-supervised, and growing up happily.

This allows me to work with a calmer and more enthusiastic mind, without worry, thanks to the support of professional caregivers and adequate facilities. The daily activities are varied, so my children don't get bored and can explore to their full potential.

We sincerely hope that this program can be continued and expanded to other BNI buildings, not only at Menara BNI, but also at Gedoeng BNI, Grha BNI, Plaza BNI, and Emerald Tower (PIK), so that more employees who may need this daycare facility can benefit from it.

2. Maintaining Employee Financial Health

In supporting overall employee well-being, BNI provides financial planning consultation services through app-based professional partners. These services are intended to improve financial literacy and help employees manage their personal finances more systematically, thereby creating financial stability that supports work focus and productivity.

Retirement Health Fund (DKMP): Healthy Investment for a Prosperous Future [ACGS B.6.3]
BNI understands that retirement is when employees get to enjoy the fruits of their labor and live a comfortable and peaceful life. One of the challenges employees usually find after retirement is how to continue having access to quality health services. Addressing this need, BNI presents the Retirement Health Fund (DKMP), an innovative program designed to provide comprehensive health protection for employees after they retire.

As the need for healthcare services increases in later years, DKMP serves as a strategic solution that provides not only financial protection but also peace of mind for employees in the future. Through this program, BNI ensures that employees continue to receive guaranteed access to adequate healthcare services, reducing concerns regarding potential unforeseen medical costs, and supporting the creation of an optimal quality of life in retirement.

3. Maintaining Social Health

BNI believes that healthy social interaction plays an essential role in maintaining employee balance and productivity. To this end, BNI facilitates the formation of employee communities as spaces for collaboration, the expression of interests and talents, and the strengthening of togetherness within the work environment.

Through the 46 Society, which oversees more than 25 interest- and hobby-based communities, employees not only expand their internal networks but also participate in various activities and events representing BNI. This initiative contributes to building a more harmonious work environment and supports overall performance.

Community Testimonial



46 VESPA BNI

We express our deepest gratitude and appreciation to BNI Management for the support, attention, and trust they have given us in the 46 Vespa BNI Community. This support motivates us to maintain our unity, foster pride as BNI Hi-Movers, and contribute positively to building BNI's image through a spirit of community togetherness.

The 46 Vespa BNI Community is a platform for all BNI Hi-Movers who share an interest in and hobby for automotive vehicles, especially Vespas. This community was formed as a means to strengthen solidarity, increase employee engagement, and support the creation of a work-life balance.

Since its inception, the BNI 46 Vespa Community has actively participated in various activities, including group rides, touring, social activities, and participation in internal and external events that promote BNI's reputation.

In carrying out community activities, we consistently collaborate and coordinate with BNI Management effectively and sustainably, ensuring that every activity runs smoothly, safely, and positively impacts both community members and the institution.

Community Testimonial



DIAMOND46

The Diamond46 community was established as a platform for developing employee interests and talents in softball, in line with the growing enthusiasm of employees for the sport. Diamond46 is expected to support a healthy work-life balance and strengthen collaboration among employees across work units, while aligning with BNI's management strategy to increase employee engagement and productivity.

Since its inception, Diamond46 has actively held regular training sessions and participated in inter-company softball competitions to enhance skills, competitiveness, and foster a positive competitive spirit. We express our appreciation and gratitude to BNI management for their support, which serves as a crucial foundation for talent development, achievement, and strengthening collaboration through sports.

IMPROVING EMPLOYEE EXPERIENCE THROUGH INTEGRATED DIGITAL INFRASTRUCTURE

In supporting a performance-oriented and sustainable Human Capital transformation, BNI consistently strengthens the utilization of digital infrastructure as the foundation for managing the employee experience. This approach is directed toward ensuring that every Human Capital process runs more simply, transparently, and is easily accessible to all employees.

As a manifestation of this commitment, BNI developed DigiHC as an integrated Human Capital platform used by all BNI Hi-Movers. DigiHC is positioned as one app for all in Human Capital management, unifying various core processes into a single integrated platform. Through DigiHC, employees can independently manage daily work activities, ranging from attendance, work planning and realization, survey completion, providing and receiving feedback, to accessing information on the latest Human Capital policies in real-time.

The utilization of DigiHC not only enhances ease of access and process efficiency but also strengthens the traceability and consistency of Human Capital management across the organization. For leaders and line managers, this platform provides a more reliable information base to monitor work execution, follow up on performance issues, and support faster, data-driven decision-making.

In line with the strengthening of the work system, BNI also developed BNI Smarter as a supporting platform for employee capability development and learning. BNI Smarter enables employees to plan, monitor, and record learning activities according to their respective individual development needs. Through this platform, the learning process is no longer sporadic but has become a structured and integrated part of the employee's development journey.

The integration between DigiHC and BNI Smarter reinforces the employee experience end-to-end, from performance management to capability development. This approach ensures that the employee experience at BNI does not only focus on system convenience but also supports productivity, competency readiness, and sustainable employee performance in the long term.

IMPACT ON HUMAN CAPITAL MANAGEMENT STRATEGIC INITIATIVES IN 2025

During 2025, BNI focused its Human Capital management on strengthening the foundations of performance and employee engagement as part of the Deliver phase in the Human Capital Roadmap. Various strategies and initiatives implemented were directed toward building a work environment that is more structured, measurable, and supports sustainable productivity enhancement.

The initial impact of these initiatives is reflected in the employee engagement level, measured through the Employee Engagement Score (EES) using the e-NPS method, with an engagement level achievement of 35%. This achievement indicates that a basis for employee engagement is beginning to form, while also identifying areas to be continuously strengthened through the refinement of work systems, leadership, and employee experience in the subsequent stages.

From the workforce management perspective, BNI's total headcount in 2025 was recorded at 27,201 employees, remaining relatively stable compared to the previous year. This stability is in line with BNI's strategic direction, which emphasizes increasing productivity through strengthening work processes, utilizing digital systems, and enhancing role effectiveness, rather than expanding the number of employees.

Employee productivity, measured through earning per employee (EPE), was recorded at IDR746.18 million/employee. This indicator reflects Human Capital's contribution to supporting the Company's business performance, while also serving as an initial benchmark to drive more consistent productivity improvements in the following period.

Overall, the implementation of the Human Capital strategy throughout 2025 serves as an important foundation for strengthening organizational performance in the future, with a focus on increasing employee engagement, productivity, and capability readiness aligned with BNI's business direction and needs.

APPRECIATION AND AWARDS IN 2025

In 2025, BNI, time and again, received appreciation and awards in Human Capital management, including the following:

1. 500 Best Companies in Asia Pacific 2025 – TIME
2. Best Companies to Work for in Asia 2025 – HR Asia

3. World's Best Employers 2025 - Forbes
4. Gold Medals: Best Benefits Wellness and Well Being Program – Brandon Hall Group HCM Excellence Award 2025
5. Bronze Medals: Best Corporate Culture Transformation – Brandon Hall Group HCM Excellence Award 2025
6. Gold Awards: Branding & Durability Best Corporate University – Global Council of Corporate Universities (GCCU) Award 2025
7. Gold Award Winner: Best Learning & Development Over 5,000 Employees – International Customer Experience Awards (ICXA) 2025
8. Dream Workplace for Learning – Markplus Institute
9. SRIKANDI: Winner of Social Community in Women's Empowerment – Perempuan Inspiratif 2025 TVOne

HUMAN CAPITAL MANAGEMENT REVIEW AND STRATEGIC DIRECTION FOR 2026

Throughout 2025, BNI's Human Capital management focused on strengthening the foundation for policy and system implementation as part of the Deliver phase in the Human Capital Roadmap. The various initiatives carried out during this period serve as the initial basis for ensuring alignment between the Company's strategic direction, organizational readiness, and more structured and measurable HR management practices. The lessons learned from the 2025 implementation provide an initial overview of areas that have operated effectively, as well as areas for improvement that need to be strengthened to support BNI's future business transformation.

Aligned with BNI's Long-Term Corporate Plan (RJPP), 2026 will be a vital phase to strengthen the role of Human Capital as a strategic enabler in driving sustainable business transformation. During this period, Human Capital management is directed toward increasing implementation consistency, system effectiveness, and tangible impacts on organizational performance.

Based on the evaluation of 2025 and BNI's business direction, the 2026 Human Capital strategy is focused on strengthening priority areas that directly impact productivity, leadership, and organizational readiness.

1. Strengthening Human Capital IT and Digitalization as the Foundation of HC Management BNI positions Human Capital IT and digitalization as the primary foundation of Human Capital management in 2026. This strengthening is an essential prerequisite to ensure that Human Capital policies, processes, and practices can be implemented consistently and measurably, delivering a tangible impact on organizational performance.

   Through the strengthening of the Human Capital digital platform, BNI ensures process traceability, the availability of reliable data, and faster, information-based decision-making. This approach enables performance management, talent development, and employee experience to run more structurally, while serving as an enabler for all other Human Capital initiatives.

2. Strengthening Performance Management and Performance Culture With an increasingly robust system foundation, BNI continues to strengthen performance management to ensure the alignment of individual goals, unit goals, and business strategy. Performance management is directed toward clarifying accountability, strengthening the role of line managers, and driving continuous performance improvement.

   In line with this, the strengthening of the performance culture is focused on internalizing values and result-oriented work behaviors, ensuring that performance becomes an integral part of daily work practices across the organization.

3. Optimizing Total Reward to Support Performance BNI is optimizing its total reward policy to ensure that awards are aligned with employee contributions and performance achievements. This approach supports motivation, maintains competitiveness, and strengthens the retention of talents who provide significant contributions to the Company's performance.

   The optimization of total rewards also plays a role in reinforcing the performance culture by providing consistent and proportional awards relative to work results.

4. Strengthening Talent, Career, and Succession Pipeline BNI is strengthening end-to-end talent management to ensure employee readiness in filling strategic roles and leadership positions in the future. Career management and succession planning are directed toward building a sustainable leadership pipeline, aligned with business needs and organizational dynamics. This approach ensures leadership continuity and long-term organizational performance stability.

Information Technology

STRATEGIC ROLE OF INFORMATION TECHNOLOGY IN BNI'S BUSINESS ACCELERATION AND TRANSFORMATION 2025

In facing the rapidly evolving digital era, BNI has made Information Technology (IT) one of the main pillars in sharpening its competitive edges and strengthen business growth. IT plays a strategic role in driving business transformation, from enhancing operational efficiency and optimizing customer service to creating digital innovations that are relevant to increasingly dynamic and competitive market needs.

Throughout 2025, BNI continued to accelerate various digital initiatives by referring to the Corporate Plan 2024–2028, aimed at addressing business development needs and strengthening the foundation for long-term transformation. With the aspiration statement "4-t-6 Technology Formula of Transforming BNI with IMPACT" or abbreviated as "46 with IMPACT", BNI has established the IT vision, mission, and main programs as a strategic roadmap for the next five years. These IT initiatives focus on four primary missions:

1. Enterprise Agility – increasing organizational agility in responding to market changes.
2. Data Driven Transformation – optimizing decision-making through data analytics.
3. Future-Proof Innovation – delivering innovations that are relevant for the future.
4. Revolutionize Beyond Ecosystem – expanding cross-industry collaboration through the utilization of cutting-edge technology.

Throughout 2025, BNI IT maintained a stable level of IT investment planning execution compared to the previous year. With a relatively similar IT investment allocation, BNI strengthened the IT systems to support the its business (change the bank) while simultaneously maintaining the quality of IT operations (run the bank) with a balanced investment proportion, in order to support sustainable growth and create long-term value for shareholders.

BNI INFORMATION TECHNOLOGY VISION AND MISSION

Vision

Menjadi pendukung utama untuk mendorong transformasi BNI menuju pertumbuhan bisnis yang berkelanjutan.

Visi ini selaras dengan visi BNI yaitu "Menjadi Lembaga Keuangan yang Terunggul dalam Layanan dan Kinerja secara Berkelanjutan". TI sebagai *enabler* mendukung BNI dalam mewujudkan visi untuk menjadi lembaga keuangan yang terunggul dalam layanan dan kinerja dengan mendorong BNI bertransformasi untuk pertumbuhan bisnis yang berkelanjutan dengan menyediakan pengalaman terbaik bagi nasabah dan meningkatkan efisiensi secara keseluruhan.

Mission

1. Fostering Core of Excellence with Enterprise Agility
2. Catalyst for Data Driven Transformation
3. Fortify Resilience with Future-proof Innovation
4. Revolutionize beyond Ecosystem

The elaboration of the IT Vision is conveyed in 4 BNI IT Missions, as follows:

1. Fostering Core of Excellence with Enterprise Agility
   This mission relates to efforts to increase productivity through sustainable initiatives including HR transformation, increasing collaboration between teams, centralizing work functions in certain areas (Center of Excellence), and adopting an agile approach in IT organizational activities in order to build a strong foundation for BNI in its sustainable transformation journey.

2. Catalyst for Data Driven Transformation
   This mission relates to the role of IT as a key driver in changing the way banks operate by maximizing data, where IT is not only a technical supporter but also a catalyst in changing organizational culture, business processes, and data-driven decision-making. By utilizing data effectively, banks can make better business

decisions, improve efficiency, provide a more personalized customer experience, and increase competitiveness and relevance in the digital era.

3. Fortify Resilience with Future-proof Innovation
   This mission relates to efforts to strengthen the bank's resilience to various risks, both from within and outside the organization. This includes the ability to deal with disruptions, regulatory changes, cyber-attacks, and other business uncertainties. In its implementation, this is supported by technological innovations that are not only relevant today but can also survive and thrive in the future.

4. Revolutionize beyond Ecosystem
   This mission relates to efforts to carry out innovative transformations beyond the boundaries of the traditional banking ecosystem. With this mission, BNI continues to develop through innovative propositions and seeks new opportunities outside conventional banking services with ecosystem expansion, which can also help BNI maintain its competitive advantage.

BNI INFORMATION TECHNOLOGY EXCELLENCE

BNI has many advantages in the field of IT that are capable of supporting the business to continue growing, as follows:

1. IT Maturity Level 4 (Predictable)
   To support the achievement of business objectives through the effective and efficient use of information technology, BNI implements the COBIT 5 and COBIT 2019 frameworks as references for IT governance and management. Success in the application of these COBIT frameworks is measured as the level of IT Maturity, which indicates how well IT practices are applied and integrated.

   BNI's IT Maturity has been successfully maintained at a capability level of 4 (predictable) through periodic evaluations, continuous improvement efforts, management commitment to support these enhancement initiatives, employee training and competency development, increased awareness and ownership of IT governance, as well as performance monitoring against relevant KPIs. This demonstrates that BNI's IT processes and governance are in line with best practices. This is supported by efforts to enhance IT Maturity through fulfilling gaps in assessment results, including meeting obligations to regulators and shareholders.

2. INDI 4.0 Level 4 (Already Implemented)
   In order to fulfill the implementation of the Indonesia Industry 4.0 Readiness Index (INDI 4.0) assessment for State-Owned Enterprises (BUMN) as outlined in the MoU between KBUMN and the Ministry of Industry No. MoU-03/MBU/04/2021 No. 1 of 2021, BNI has conducted a self-assessment of INDI 4.0 and reported the results to the Ministry of SOEs as of December 30, 2024, with a level 4 result (level: already implemented). The monitoring of INDI 4.0 achievement can be fulfilled through periodic evaluations and adaptations to changes in the business environment, continuous investment in technology, and human resource development, including the establishment of an innovation and creativity culture, as well as implementing strong governance. The success in maintaining the INDI 4.0 level demonstrates BNI's readiness as a bank that complies with industry standards.

3. Disaster Recovery Capability
   To ensure the continuity of IT operations, including in the event of disasters or mass disruptions, BNI utilizes a disaster recovery backup system, with placements at separate data centers functioning as a Disaster Recovery Center (DRC) and with redundancy configurations functioning as High Availability (HA). Furthermore, to ensure the readiness of the backup system in facing emergency conditions, testing of the operation switch from the main system to the secondary or backup system (Switch Over) and back to the main system (Switch Back) is conducted. The Switch Over and Switch Back (SO-SB) activities are performed to test the secondary or backup system in running services, especially for critical and transactional applications. This automation initiative provides customers with a sense of security and trust.

4. Core Banking Optimization
   BNI has successfully increased the capacity and capability of its Core Banking system through various optimization initiatives. The results of these efforts are significant, with a 242% acceleration in the End of Day (EOD) process, a 233% acceleration in the End of Month (EOM) process, and a 500% acceleration in repost transaction processes. This improvement not only strengthens operational efficiency but also ensures faster and more accurate services for customer.

5. Sustained Endpoint Security
   BNI continuously maintains and enhances security for endpoints, which are devices connected to the computer network on both the server and client sides that serve as endpoints

in data exchange, including protection from external threats. This is carried out to ensure the reliability of BNI's IT system security while also protecting sensitive data from cybersecurity threats.

6. IT Competency Model
   As a measure of human resource quality, BNI's IT Work Unit (SKTI) implements a standardized framework to manage and develop employee competencies in the IT field, including skills, performance management, community, and career paths. The utilization of the IT Competency Model enables employees to enhance their expertise in line with their daily activities to support the company's objectives.

REALIZATION OF IT IMPLEMENTATION PROGRAM

BNI's IT plays an active role in providing and developing information technology solutions aligned with business needs, in order to support the achievement of BNI's overall strategy and transformation. Throughout 2025, various IT implementation programs were carried out in a targeted and measurable manner, with a focus on enhancing technological capabilities, operational efficiency, and optimizing services for customers and business units. These programs were designed to support BNI's growth agenda through the integration of technology into core business processes, enhancing the reliability of IT infrastructure, and implementing high security standards. Furthermore, each program is equipped with performance indicators and evaluation mechanisms to ensure implementation effectiveness and compliance with the Company's strategic targets.

Several of BNI's IT implementation programs, along with their performance achievements and evaluation results throughout 2025, can be seen as follows:

Banking Services Development in the Retail Area

user experience, increasing service adoption, and supporting business growth. One of the standout IT developments in 2025 is wondr by BNI.

wondr by BNI is a new banking app from BNI equipped with the latest technology and global standards, featuring a more modern and fresh interface and providing a better user experience.

Emphasizing Hyper-Personalization by utilizing data and analytics to offer more personalized services tailored to the needs of each customer, wondr by BNI is equipped with 3 Financial Dimensions: Transactions, Insights, and Growth as key features to provide the best banking experience in transactions and future planning.

The increasing demand for transactions among the public makes the Transaction feature wondr by BNI aimed at supporting customers' fast, secure, and convenient financial needs in real-time. Features such as domestic transfers, international transfers, e-wallet top-ups, TapCash top-ups, QRIS payments, bill payments, and scheduled transfer arrangements can all be done in just three simple steps to help customers manage their daily transactions. Each process in the Transaction feature of wondr by BNI prioritizes an intuitive and self-explanatory flow design based on in-depth research to provide a much more enjoyable user experience.

In line with the increasing financial literacy of the Indonesian public, wondr by BNI presents the Insights feature to assist BNI customers in checking their financial health. Customer transactions conducted across all BNI channels, whether through ATMs, EDCs, or digital channels, will immediately appear and be categorized according to modern societal needs such as Food & Beverages, E-wallet Top Up, Monthly Bills, Transportation, Shopping, Lifestyle, and others. This feature will also provide an easily understandable diagram comparing the customer's income and expenses over a month. It is hoped that this will help the Indonesian public to be more prudent in managing their finances

Future planning has become a common practice among the Indonesian public today. In addition to providing a transaction experience and robust spending behavior insights, wondr by BNI is also equipped with the Growth feature, which focuses on future planning by providing various hyperpersonalized financial product options according to the needs and risk profiles of customers, such as time deposits, savings, and investment instruments, to encourage customers to grow and develop financially according to their future dreams. wondr by BNI also provides users access to view all their assets within the BNI ecosystem and its subsidiaries, such as Savings and Current

Accounts, Time Deposits, and Investments (Mutual Funds, Bonds, Stocks, DPLK, and Bancassurance) on a single screen.



The development of the wondr by BNI application has reached its first release with its launch. Subsequently, until the end of 2025, wondr by BNI is in a coexistence phase with BNI Mobile Banking, where the migration process of existing features is underway, set for completion in the coming months. Once the migration of these features is fully completed, wondr by BNI will replace BNI Mobile Banking as the personal digital channel for BNI customers.

wondr by BNI has been downloaded more than **12 million** times throughout 2025 since its launch and shows an active transacting user rate of ±65%, which consistently increases higher than BNI Mobile Banking. This serves as evidence of BNI's commitment to continue being the customers' preferred main transaction platform.

Banking Services Development in the Wholesale Area

Banking services development in the Wholesale area is focused on delivering an optimal user experience for corporate customers and business entities. In line with the development of customers' businesses, the bank's internal needs, and compliance with regulatory requirements, BNI continuously enhances the features and capabilities of its Wholesale digital services to maintain competitiveness and fulfill customers' transactional needs end-to-end.

The development of all channels in the Wholesale Transaction Banking area is carried out using the **BNIdirect** branding, which includes:

- BNIdirect cash, a cash management solution for the corporate and commercial segments.
- BNIdirect bisnis, a cash management solution for the SME segment.
- BNIdirect API, a Banking-as-a-Service (BaaS) offering that enables Wholesale customers to perform banking transactions from their own systems through API integration.
- BNIdirect supply chain, a supply chain financing solution for business entities.
- BNIdirect receivables, a solution providing collection facilities for Wholesale customers.
- BNIdirect trade, an export-import financing solution.
- BNIdirect fx, a web-based digital application accessible via the internet by Corporate customers to conduct non-physical FX transactions directly with BNI Treasury Dealers.

The branding name BNIdirect was previously known as the Cash Management channel. Along with the development of the integrated Wholesale Transaction Banking channel, BNIdirect has transformed into the branding name for BNI's integrated Wholesale portal, accessible via https://direct.bni.co.id, while the Cash Management channel now carries a new branding name: BNIdirect cash.

All developments in the Wholesale Transaction Banking channel are conducted sustainably by accommodating various feedback and insights from customers, ensuring that the services provided are increasingly effective, efficient, and aligned with business needs.

Several Wholesale Service Development Initiatives in 2025

Throughout 2025, BNI realized a range of Wholesale banking service developments, including:

1. **Implementation of BNIdirect bisnis for the SME Segment**, Launched at the BNI WondrX event on August 15–17, 2025, at ICE BSD. This solution is specifically designed for the SME segment with the convenience of single user authorization, simpler transaction flows, and a highly user-friendly UI/UX.
   - **The standout features of BNIdirect bisnis for the SME Segment include:**
     a. Single user access.
     b. Financial summary in the form of complete and transparent financial reports.
     c. A more personalized service experience.
     d. Ease of instant transfers, payments, and purchases.
     e. Stronger support for MSME (UMKM) development.

2. **Enhancement of BNIdirect API Services**
   In addition to developments in the Cash Management channel, BNI also enhanced its API services to support the system integration needs of Wholesale customers. This API service enables corporate customers to integrate their internal financial systems with BNI's banking system securely, reliably, and in accordance with industry standards.

   The enhancement of API services in 2025 included strengthening security, reinforcing host-to-host transaction integration, expanding the digital ecosystem with partners, improving the API onboarding and operational processes, and supporting end-to-end API service management to support the Bank's digital service growth.

3. **Enhancement of BNIdirect cash**
   Services BNIdirect cash remains the primary channel for Wholesale customers in conducting financial transactions. Throughout 2025, the performance of BNIdirect cash showed solid growth, with a total **Gross Transaction Value (GTV)** reaching **Rp11,406 trillion**, an increase of **26.4%** compared to the previous year. The number of BNIdirect cash users was recorded at **261,815 customers as of December 2025**, an increase of **24.8%** compared to the previous year, reflecting a high level of adoption and customer trust in BNI's Wholesale digital services.



BNI Anti Money Laundering (AML) System

The development of the BNI AML System is designed to prevent and detect money laundering and terrorist financing. BNI implements a comprehensive AML program to ensure compliance with regulations, particularly POJK No. 8 of 2023, and to maintain the integrity of the financial system.

IT System and Infrastructure Hygiene Capabilities Enhancement

The enhancement of IT System and Infrastructure Hygiene Capabilities aims to ensure that the technology information systems and infrastructure remain reliable, secure, and aligned with evolving business needs.

Core Banking Optimization

BNI has successfully increased the capacity and capability of its Core Banking system through various optimization initiatives. The results of these efforts are significant, with a 242% acceleration in the End of Day (EOD) process, a 233% acceleration in the End of Month (EOM) process, and a 500% acceleration in repost transaction processes. This improvement not only strengthens operational efficiency but also ensures faster and more accurate services for customers.

Configuration Management Database

BNI has implemented the Configuration Management Database (CMDB) as a means to monitor and manage system and service configuration changes, while simultaneously serving as the single source of truth for accurate and integrated IT data management.

New Core Treasury Management System (TMS)

BNI has implemented the New Core TMS since July 7, 2025, for the Head Office, while six Overseas Branch Offices (KCLN) are scheduled to follow with a phased go-live target from July to August 2026.

In terms of functional excellence, the New Core TMS is a unified cross-asset front-to-back platform, ensuring that all processes from trading and risk management to operations reside within a single integrated system. The platform also supports full STP (Straight Through Processing), both for transactions from trading platforms and the direct retrieval of market data from Bloomberg and Refinitiv. Furthermore, transactions related to marketable securities can also be processed via direct STP to JITU BI-SSSS, thereby increasing processing speed and reducing operational risk.

Regarding the differences compared to the previous system, the New Core TMS enables transactions and market data to be processed automatically with various surrounding applications. The system is built with a horizontal scaling architecture capable of handling large transaction volumes in real-time, making it highly suitable for the needs of a bank with intensive treasury activities. The product coverage supported is also significantly broader—ranging from rates, FX, credit, derivatives, securities, repos, collateral management to clearing—and is designed to meet comprehensive cross-asset and regulatory reporting requirements.

REALIZATION OF SHAREHOLDER ASPIRATIONS PROGRAM IN 2025

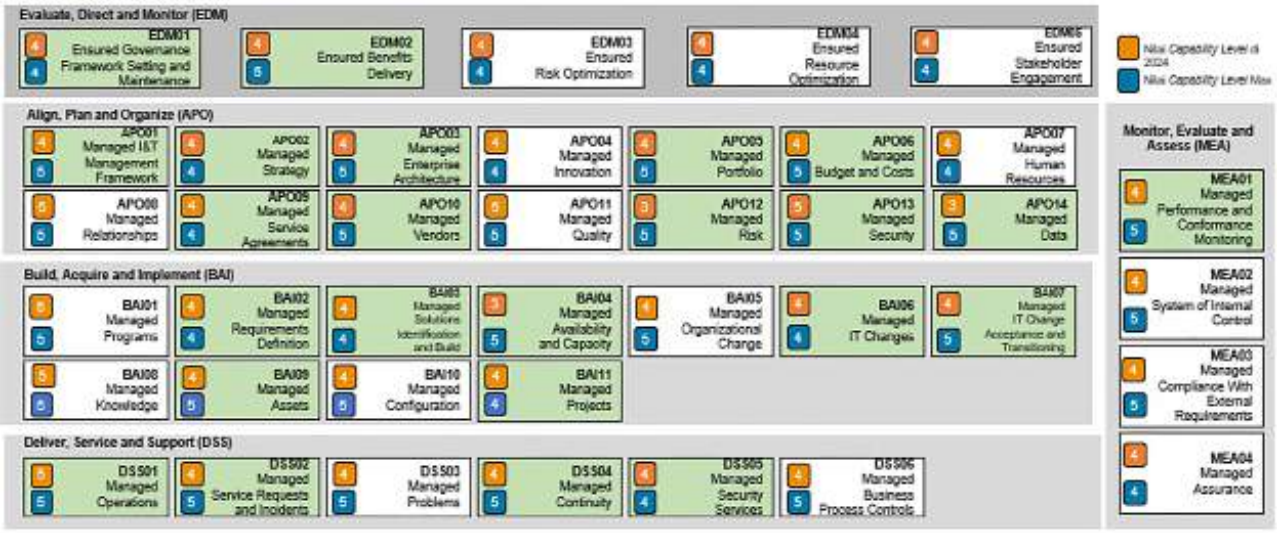
In 2025, BNI continued to support and accommodate the Shareholders' Aspirations (APS) to nurture and grow BNI through various IT programs as follows:

1. **Strategic Information Technology Plan (RSTI)**
   As a form of BNI's commitment to align its IT strategy with the needs and direction of the Bank's business, the RSTI has been updated in 2025 to align with BNI's Corporate Plan for the period 2024-2028. The updating of the RSTI is carried out to ensure that IT implementation continues to follow the Board of Directors' policies, business strategies, and the execution of BNI's transformation while considering IT trends and regulations in the banking sector both locally and globally.

   This RSTI serves as a roadmap for BNI's digital transformation, with the primary goal of optimizing the use of technology to support operations, enhance efficiency, and drive innovation. Annual activities are detailed in the IT Development Plan (RPTI). Throughout 2025, all strategic IT projects were brought to completion as planned. This achievement reflects IT's commitment to continuously support BNI's ongoing efforts to integrate the IT strategy into the company's business strategy.

2. **Evaluation of the Effectiveness of Information Technology (IT) Implementation**
   Evaluation of the Effectiveness of Information Technology (IT) Implementation the Ministry of State-Owned Enterprises has established an internationally standardized IT governance framework and implementation priorities that offer guidelines for evaluating IT implementation (governance, performance, and technology utilization). The framework for IT implementation assessment uses the Control Objective for Information and Related Technologies (COBIT) 2019, with a two-dimensional process capability model based on the process category (domain) dimension and the capability level category.

   The Ministry of State-Owned Enterprises has determined that 24 of the 40 processes in COBIT 2019 are priorities for implementation and must achieve a minimum score of level 3. Based on the latest assessment results, BNI has met this requirement, with all 24 priority processes achieving a minimum score of level 3, as detailed below:



- Level 3 (Established): 3 processes
- Level 4 (Predictable): 19 processes
- Level 5 (Optimized): 2 processes

BNI has conducted an IT Maturity Level assessment using the COBIT 2019 framework by an assessor (PT Deloitte Konsultan Indonesia) in 2023-2024. The assessment focused on process activities consisting of five domains, broken down into 40 subdomains/processes, encompassing the entire IT management cycle, from strategic planning to performance evaluation and monitoring. The assessment results for BNI's IT implementation in 2023-2024 using the COBIT 2019 framework were 4.08 (out of a maximum of 4.65), as shown in the following chart:

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
1	EDM01 Ensured Governance Framework Setting and Maintenance	4	4	There are no gaps or recommendations as the criteria have been fulfilled.	Maintain the level achievement that has been attained to date through disciplined recording, data updating, and process documentation.	–	S
2	EDM02 Ensured Benefit Delivery	4	5	Conduct improvements based on reviews of portfolio, program, and IT performance reports to ensure value optimization and controlled corrective actions.	Conduct performance measurement of products or projects consistently based on Feasibility Study documents	Q1-2025	S
3	APO01 Managed I&T Management Framework	4	5	a. Evaluate and update policies/ procedures at least annually, completed with change logs (versioning). b. Establish KPIs for IT Operation Transformation projects supporting IT governance and institutionalize them as business as usual.	a. Procedure reviews are prioritized for processes related to the Software Development Life Cycle. b. Adjustpolicies/procedures/ technical guidelines for all processes based on the latest organizational structure. c. Key Performance Indicators have been established based on the IT Operation Transformation Project, including the Key Performance Indicator on the percentage alignment of Configuration Item quantities in the Configuration Management Database.	Q4-2024	S

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
4	APO02 Managed Strategy	4	4	There are no gaps or recommendations as the criteria have been fulfilled.	Maintain the level achievement that has been attained to date through disciplined recording, data updating, and process documentation.	-	S
5	APO03 Managed Enterprise Architecture	4	5	Conduct Architecture Forums periodically and follow up on the outcomes.	Update the Architecture Review Forum procedure and subsequently implement it consistently, complemented with monitoring of follow-up actions	Q3 - 2024	S
6	APO05 Managed Portfolio	4	5	Document the implementation of new initiatives as corrective actions for realization results that did not meet targets.	Identification of new initiatives as corrective actions for realization progress that did not achieve targets or that experienced target adjustments.	Q4 - 2024	S
7	APO06 Managed Budget & Costs	4	5	Document evaluations from budget monitoring results so that future budget preparation becomes more accurate.	Documentation of lessons learned from budgets and their realizations so that the following year's budget can be prepared more accurately	Q4 - 2024	S
8	APO09 Managed Service Agreements	4	4	Maximum level achieved but can be enhanced through socialization or notification of service catalog changes to business units via IT BP teams or directly.	Socialization of service requests has been conducted, namely initiatives involving parameter/data changes without additional features/ functionalities or without changes to the source code in existing applications to accommodate operational needs (Requested by Business Unit/SKTI), including supporting facilities for operational activities of work units, application/system changes, data extraction, and master data changes across all SKTI including the Information Technology Business Partner team.	Q1-2025	S
9	APO10 Managed Vendors	4	5	a. Assess IT Vendor performance evaluation results and identify improvement areas. b. Define, communicate, and agree on corrective action plans with vendors and report to stakeholders.	Conduct evaluation of Information Technology Service Provider performance results and report them to management periodically	Q4-2024	S
10	APO12 Managed Risk	3	5	Determine a set of risk indicators enabling rapid identification and monitoring of current and trending risks	Risk indicators need to be included in risk profile parameters and reviewed periodically.	Q4 - 2024	S

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
11	APO13 Managed Security	5	5	Maximum level achieved but can be enhanced by establishing detailed policies on security parameters used (e.g., specific standards for Oracle 19c database.	Application and database Security Standards have been established and can be used as references in adjusting parameters.	Q4-2024	S
12	APO14 Managed Data	3	5	a. Establish clear guidance on metadata implementation and data quality evaluation. b. Have clear guidelines for data profiling to evaluate the suitability of data content with approved metadata and standards. c. Establish guidance on data correction covering repository comparison, source verification, and logic checks. d. Establish SLA and data quality criteria guidelines	Enhancement of the Data Management Procedure Chapter on Metadata Management has been prepared. The procedure contains guidelines regarding metadata implementation and accuracy evaluation, data quality strategy, data profiling, data correction, data quality criteria, and Service Level Agreements. Currently, the procedure has been submitted to the Board of Directors for approval	Q4-2025	BS
13	BAI02 Managed Requirements Definition	4	4	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through data completeness, updates, and documentation at every level.	–	S
14	BAI03 Managed Solutions Identification and Build	4	4	There are no gaps or recommendations as the criteria have been fulfilled.	Maintain the level achievement that has been attained to date through disciplined recording, data updating, and process documentation.	-	S

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
15	BAI04 Managed Availability & Capacity	3	5	a. Develop future IT capacity scenarios. b. Prioritize cost-efficient availability and capacity improvements. c. Integrate improvements into planning and change management.	a. Conduct periodic capacity planning processes and prioritize according to changes in business processes, services, applications, and infrastructure. b. Continuous improvement in conducting periodic capacity planning.	Q4-2024	S
16	BAI06 Managed IT Changes	4	4	There are no gaps or recommendations as the criteria have been fulfilled.	Maintain the level achievement that has been attained to date through disciplined recording, data updating, and process documentation.	-	S
17	BAI07 Managed IT Change Acceptance & Transitioning	4	5	Follow up on issues identified during Post Implementation Review (PIR), including deployment processes and involving business owners and SKTI.	Identification of issues found in the PTR process has been conducted along with follow-up corrective actions involving SKTI and business users.	Q3 - 2024	S
18	BAI09 Managed Assets	4	5	a. Develop asset replacement or renewal strategies based on value for money and lowest cost options. b. Identify utility values to identify redundant or unused assets, and determine disposal or replacement for cost efficiency. c. Determine periodic review mechanisms by relevant divisions for opportunities to standardize asset procurement, utilization, and maintenance.	In its development, several progress initiatives have been achieved as follows: 1. Asset replacement and renewal have applied value for money principles, including enterprise license agreement procurement aimed at maximizing benefits such as Information Technology standardization, lower total software and maintenance costs, accommodation of future license growth needs, and easier license management.	Q3-2025	S

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
					2. Utilization of tools to conduct real-time asset discovery of software and hardware assets in Data Centers and End Points, including Operating System software assets that have reached end of support, to be communicated periodically to users. 3. Fulfillment of licensing needs using enterprise license methods based on technology standardization and development of Enterprise Financial System applications integrating systems and supporting activities from budgeting, procurement, to realization, thereby accelerating reconciliation, consolidation, monitoring, and supporting more accurate decision-making.		
19	BAI11 Managed Projects	4	4	There are no gaps or recommendations as the criteria have been fulfilled	Maintain the level achievement that has been attained to date through disciplined recording, data updating, and process documentation.	-	S
20	DSS01 Managed Operations	5	5	The Bank has conducted monitoring and maintenance of devices that proactively detect environmental threats such as fire, water, smoke, and humidity on a periodic basis. It is expected that the Bank will remain consistent in conducting such monitoring and maintenance.	Maintain the level achievement that has been attained to date through disciplined recording, data updating, and process documentation.	-	S
21	DSS02 Managed Service Request & Incident	4	5	The Bank has conducted trend analysis of incidents that occurred and utilized the results for improvements.	Conduct enhancements by identifying whether activities performed have delivered impacts aligned with needs and operated effectively.	Q3 - 2024	S
22	DSS04 Managed Continuity	4	5	Develop policies/ procedures and implement that all changes made to Business Continuity Plans and Disaster Recovery Plans must be documented within the change control process	a. To enhance preparedness against potential cyber threats, Enterprise Crisis Simulation Exercise – Cyber Table Top has been conducted, involving stakeholders to test coordination effectiveness, response, and escalation mechanisms during significant cyber incidents.	Q3 - 2025	BS

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
					b. Bank-wide Call Tree simulations have been conducted to ensure speed, accuracy, and reliability of emergency communication mechanisms and measure employee response levels during crisis conditions. c. During the initial launch of Wondr and BNIdirect, all units prepared the Crisis Management Team Emergency Protocol Playbook which serves as a practical guide during crisis activation. Process improvements have been conducted for the protocol as part of crisis handling enhancements. Supporting documents will be submitted via email to the STA Division.		
23	DSS05 Managed Security Services	4	4	There are no gaps and no recommendations as the criteria have been fulfilled.	Maintain the level achievement that has been attained to date through disciplined recording, data updating, and process documentation.	-	S
24	MEA01 Managed Performance and Conformance Monitoring	4	5	Conduct reviews and recommend changes to Key Performance Indicators and targets in KPI reports	KPI reviews have been conducted and reported periodically to management.	Q4 - 2024	S

The Assessor also provided recommendations (areas of improvement) for the other 16 processes. In response to these recommendations, follow-up action plans and target fulfillment timelines have also been established, as detailed below:

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
1	EDM03 Ensured Risk Optimization	4	4	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
2	EDM04 Ensured Resource Optimization	4	4	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
3	EDM05 Ensured Stakeholder Engagement	4	4	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
4	APO04 Managed Innovation	4	4	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
5	APO07 Managed Human Resources	4	4	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
6	APO08 Managed Relationships	5	5	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
7	APO11 Managed Quality	5	5	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
8	BAI01 Managed Programs	5	5	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
9	BAI05 Managed Organizational Change	4	5	a. Identify, prioritize, and execute reorganization quick wins by communicating their benefits to demonstrate alignment with the vision. b. Strengthen momentum through leadership support and expand successful initiatives. c. Periodically monitor operations and implementation of changes and identify improvements. d. Conduct consistent compliance audits to identify root causes of post-change gaps and implement corrective actions.	a. Conduct quick-win reviews of current organizational changes. b. Review the effectiveness of organizational changes.	Q4-2024	S
10	BAI08 Managed Knowledge	5	5	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S
11	BAI10 Managed Configuration	4	5	Compare completeness and accuracy levels against targets and implement corrective actions to improve repository data quality by assessing Configuration Management Team KPI achievement and defining improvement action plans.	Configuration Management Team KPIs have been established, including the percentage of CI conformity in the CMDB, to be measured and evaluated for performance achievement.	Q4-2024	S

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
12	DSS03 Managed Problems	4	5	a. Consistently monitor unresolved problems, affected services, total costs, record changes implemented to resolve problems, and prepare related reports. b. Incident trend analysis has been conducted and utilized for improvement and can be further enhanced by evaluating the effectiveness of improvement activities on an ongoing (continuous improvement) basis.	Incident and problem monitoring has been conducted and periodically reported to management. Potential costs arising from incidents or problems have been identified and documented, including Recovery Costs, Hardware/ Software Costs, Potential Loss Costs, and Other Costs.	Q4-2025	S
13	DSS06 Managed Business Process Controls	4	5	Perform continuous improvements to the design and implementation of business process controls by ensuring comprehensive and routine control testing to identify improvement opportunities.	Comprehensive and routine Control Testing (CT) has been conducted to identify improvements in the form of a Control Improvement Plan (CIP) for business process control design and operation.	Q3-2024	S
14	MEA02 Managed System of Internal Control	4	5	Evaluate internal control framework performance, conduct benchmarking, and implement best practices to continuously improve internal control monitoring processes.	Ensure the implementation of organizational performance reviews related to the Bank's internal control system.	Q4-2024	S

No.	Process	Score	Max Score	Area of Improvement	Action Plan	Target Completion	Status
15	MEA03 Managed Compliance with External Requirements	4	5	Establish provisions to periodically review and improve policies, standards, procedures, methodologies, and related IT and business processes and activities.	a. Provisions for periodic review of policies/ standards/procedures and IT and business processes are stipulated in the Corporate Compliance Governance Policy. b. Measurement of compliance levels with external requirements (e.g., reduction of SLIK reporting penalties year-on-year).	Q3-2024	S
16	MEA04 Managed Assurance	4	4	No gaps or recommendations identified as the criteria have been fulfilled.	Maintain the achieved maturity level through disciplined record-keeping, data updates, and process documentation.	–	S

3. Follow-Up on INDI 4.0 Assessment Results

In order to fulfill the implementation of the Indonesia Industry 4.0 Readiness Index (INDI 4.0) assessment for SOEs as outlined in the MoU between KBUMN and the Ministry of Industry No. MoU-03/MBU/04/2021 No. 1 of 2021, BNI has conducted a self-assessment of INDI 4.0 and reported the results to the Ministry of SOEs as of December 30, 2024, with a level 4 result (level: already implemented). The monitoring of INDI 4.0 achievement can be fulfilled through periodic evaluations and adaptations to changes in the business environment, continuous investment in technology, and human resource development, including the establishment of a culture of innovation and creativity, as well as implementing strong governance. The success in maintaining the INDI 4.0 level demonstrates BNI's readiness as a bank that complies with industry standards.

4. BUMN Digital Talent Program

To support the BUMN Digital Talent Program, since 2022, the Bank has been developing the capabilities of IT & Digital employees, which include IT & Digital Bootcamp, IT Capability Training, Digital Capability Training, IT Security Training, Data Management Training, and Certification. Learning is conducted through classical training, online training, knowledge supplement webinars, daily exercise employee programs, and learning modules on BNI Smarter.

The implementation of digital talent development is carried out through the execution of a learning plan for developing digital talent capabilities based on a learning roadmap that has been prepared according to the development needs analysis.

5. Innovation Culture and Encouraging Research and Innovation Collaboration

BNI fosters an environment with an innovation culture that supports creativity, new ideas, and innovative solutions to various challenges. BNI encourages data-driven innovation to enable better decision-making and to develop products or services that are more relevant to market needs.

The following are BNI's IT innovations that have been implemented through December 2025:

No	Innovation	Description	Status
1	IT Infrastructure Management and Orchestrator	Centralized and integrated management and orchestration of various types of IT infrastructure owned by the Bank.	Live
2	Infrastructure Configuration Management and Automation	More efficient, secure, and consistent infrastructure management, supporting stable and scalable operations to support business growth.	Live
3	Core Banking Data-base for DC CoLo-cation Compliance	Fulfillment of new Exadata in DC Co-Location to ensure the availability and reliability of Core Banking.	Delivery Phase
4	Blockchain	Decentralized digital ledger technology that records transactions securely and transparently.	Delivery Phase (Development)
5	Metadata Management	Provision of metadata management solutions to define, store, and maintain metadata with the aim of improving data discoverability and ensuring consistency of data definitions across business units.	Demand Phase

No	Innovation	Description	Status
6	Security Orchestration Automation & Response (SOAR)	Cybersecurity solutions that integrate, orchestrate, and automate security devices and processes to simplify detection and investigation processes, enabling a rapid response to threats.	Initiation Phase
7	Enhancement End-point Detection & Response (EDR)	Cybersecurity solutions designed to detect, analyze, and respond to threats at endpoints (such as computers, servers, and other devices).	Demand Phase (Pre-Procurement)
8	Secure Access Service Edge (SASE)	A framework that combines network security services (such as firewalls, secure web gateways, zero trust network access) with wide-area network (WAN) capabilities.	Demand Phase
9	Attack Surface Management (ASM)	A systematic mechanism for managing all of the company's digital assets that are accessible from outside (internet facing), which could potentially become an entry point for at-tackers to attack the company's internal systems.	Delivery Phase
10	Alternative Robotic Process Automation (RPA) Solutions	BNI proactively continues to strengthen its automation initiatives through the use of Robotic Process Automation (RPA), which has been proven to improve operational efficiency. As part of its sustainability and cost optimization strategy, BNI is also exploring alternative RPA solutions that are comparable in capability, more flexible in architecture, and support more independent and adaptive technology management in the future.	Demand Phase (Procurement)
11	Alternative x86 Virtualization and Virtual Machine Management Solutions	BNI proactively evaluates alternative virtualization solutions that are comparable in capabilities, more efficient, and in line with open architecture principles, in order to strengthen technological independence and reduce the risk of vendor lock-in.	Demand Phase
12	Application Modernization	As part of its application modernization strategy, BNI has begun transforming from a traditional virtualization-based architecture to a more efficient, portable, and scalable containerization approach. This initiative strengthens cloud-native, CI/CD, and DevSecOps capabilities, while supporting infrastructure cost optimization and accelerating digital service innovation in a more agile and resilient manner.	Delivery Phase
13	Enterprise Project Management	BNI implements an Enterprise Project Management (EPM) approach to improve the effectiveness of strategic IT initiatives through centralized and standardized project portfolio management. This initiative strengthens strategic alignment, accountability, and cross-unit collaboration, while supporting performance monitoring, risk control, and real-time reporting to management.	Demand Phase
14	Alternative Container Management	The adoption of containers and Kubernetes at BNI has accelerated innovation and the implementation of cloud-native architecture. To maintain technological independence and cost efficiency, BNI is now evaluating more open and flexible container management solution alternatives to reduce the potential risk of vendor lock-in from existing platforms, without compromising security and operational stability.	Demand Phase
15	Developer AI Assistant	BNI tengah menginisiasi penerapan Developer AI Assistant untuk mempercepat produktivitas pengembangan aplikasi serta meningkatkan kualitas kode secara menyeluruh. Solusi ini memanfaatkan teknologi Generative AI dan Large Language Model (LLM). Fungsinya meliputi code generation, code review, unit testing, documentation auto-generation, serta impact analysis terhadap perubahan kode kompleks (termasuk COBOL, Java, .NET, dan Python).	Demand Phase
16	Test Data Management	Currently, testing activities use dummy data from production data, but no security mechanisms are in place. This is in order to help reduce the risk of data leaks and to share production data securely during the application testing process. A strategy needs to be developed to determine solutions for needs related to Test Data Management.	Demand Phase

No	Innovation	Description	Status
17	Application Modernization with Gen AI	BNI's infrastructure is highly dependent on Windows Server & .NET Framework-based applications running on traditional VMs (±493 VMs). Modernization is being carried out using a strategy of Windows Containerization, Replatform, and Refactor with AI tools. The objectives are to accelerate deployment through CI/CD, simplify patching & image control, reduce VM dependency, and reduce vendor lock-in. The PoC successfully proved that the.NET Framework 3.5 application can run on AKS Windows Container without major modifications. With the help of Gen AI, the POC partner was able to perform Refactoring in a short time.	Demand Phase

6. Follow-up on IT Audit Results and/or IT Assessments

Based on the INDI assessment results in 2022, there were 45 (forty-five) gaps, all of which have been fully resolved. Regarding the IT Implementation Assessment using the COBIT 2019 framework, out of 20 processes requiring follow-up, 17 processes have been fulfilled, while 3 processes are currently in the process of follow-up fulfillment.

Throughout 2024, 33 internal audit assignments were conducted. Out of that figure, 30 have been fully resolved, while the remaining 3 are categorized as "nil" status (meaning no further audit follow-up was required). As of the Q3 2025 period, 21 internal audit assignments have been carried out, of which 6 assignments are in the process of follow-up fulfillment and 15 others are in the report preparation stage.

A summary of the follow-up for each audit process and/or IT Implementation Assessment is illustrated in the following table:

No	Assessment / Audit	Year	Assessor / Auditor (Internal / External)	Number of Follow-Up Actions	Status			Completion Percentage (%)
					BS	S	T	
1	INDI 4.0 Assessment	2022	External Assessor	45	–	45	–	100%
2	IT Governance Assessment (COBIT 2019)	2023–2024	External Assessor	20	–	20	–	100%
3	IT Vendor Management Activities	2024	Internal	5	–	5	–	100%
4	Audit of IT Communication Network Management Activities	2024	Internal	14	–	14	–	100%
5	Audit of BNI Move Application	2024	Internal	2	–	2	–	100%
6	Audit of Core Banking iCons Application (Loans)	2024	Internal	15	–	15	–	100%
7	Audit of Globs Application	2024	Internal	6	–	6	–	100%
8	Audit of Accounting Support Applications	2024	Internal	3	–	3	–	100%
9	Audit of AML/CFT PPPSPM BNI	2024	Internal	3	–	3	–	100%
10	Audit of Digital Account Opening (DAO)	2024	Internal	3	–	3	–	100%
11	End-to-End EDC Audit	2024	Internal	–	–	–	–	–
12	End-to-End QRIS Audit	2024	Internal	4	–	4	–	100%
13	Mandatory Audit of Card-Based Payment Instruments (APMK)	2024	Internal	5	–	5	–	100%
14	Mandatory AML/CFT Audit – Pension Fund	2024	Internal	1	–	1	–	100%
15	Mandatory Security Audit – SKNBI	2024	Internal	9	–	9	–	100%
16	Core Banking Migration Audit – Head Office	2024	Internal	10	–	10	–	100%
17	New SDLC Audit	2024	Internal	11	–	11	–	100%
18	Audit of RM Supporting Application Management (RM Tools & SIMON)	2024	Internal	5	–	5	–	100%

No	Assessment / Audit	Year	Assessor / Auditor (Internal / External)	Number of Follow-Up Actions	Status			Completion Percentage (%)
					BS	S	T	
19	Audit of Employee Data Management	2024	Internal	3	–	3	–	100%
20	Audit of Bank Guarantee Management	2024	Internal	–	–	–	–	–
21	Audit of Overseas IT Management – Singapore	2024	Internal	4	–	4	–	100%
22	Audit of Payroll Management	2024	Internal	4	–	4	–	100%
23	Audit of SLIK Management	2024	Internal	7	–	7	–	100%
24	Audit of TapCash Management	2024	Internal	3	–	3	–	100%
25	Audit of Credit Card IT Management	2024	Internal	4	–	4	–	100%
26	Probity Audit V.02 – Treasury Management System (TMS)	2024	Internal	7	–	7	–	100%
27	Robotics Process Automation (RPA) Audit	2024	Internal	7	–	7	–	100%
28	Thematic Audit – Digital Branch & Touch Point	2024	Internal	4	–	4	–	100%
29	Thematic Audit – Phone Banking	2024	Internal	3	–	3	–	100%
30	Third Party Risk Audit	2024	Internal	6	–	6	–	100%
31	Mandatory SPBI (BI-RTGS, BI-ETP, BI-SSSS, BI-FAST, SKNBI, KPDHN)	2024	Internal	5	–	5	–	100%
32	Review of BNI Direct	2024	Internal	10	–	10	–	100%
33	Review of CMDB Implementation	2024	Internal	6	–	6	–	100%
34	Mandatory SWIFT Review – Overseas Branch	2024	Internal	1	–	1	–	100%
35	Audit of CISO Division	2025	Internal	11	–	11	–	100%
36	Audit of Single Customer View (SCV) Management	2025	Internal	5	–	5	–	100%
37	Audit of Wondr System Management	2025	Internal	12	–	12	–	100%
38	Audit of User Access Management for Very Critical Transactional Applications	2025	Internal	5	–	4	1	80%
39	Audit of API System Development and Security	2025	Internal	6	–	6	–	100%
40	Review of IT Application Promotion Process	2025	Internal	7	–	7	–	100%
41	Audit of Switching System Modernization (UBP & New CMS)	2025	Internal	5	–	5	–	100%
42	Audit of Credit Surrounding Systems (IDEAS, Smartdigi, Digisales, CBAS)	2025	Internal	1	1	–	–	0%
43	Audit of Financial Information Service System (SLIK)	2025	Internal	7	–	7	–	100%
44	Audit of ATM Management	2025	Internal	9	9	–	–	0%
45	Review of IBS (Integrated Biometric System) Implementation	2025	Internal	11	10	1	–	9%
46	Audit of Internet Banking & SMS Banking Management	2025	Internal	1	1	–	–	0%
47	Audit of LMS Wholesale Project	2025	Internal	16	15	–	1	0%
48	Audit of IT Service Management (ITSM)	2025	Internal	3	3	–	–	0%

No	Assessment / Audit	Year	Assessor / Auditor (Internal / External)	Number of Follow-Up Actions	Status			Completion Percentage (%)
					BS	S	T	
49	Audit of Inventory Management System Project Implementation	2025	Internal	3	3	–	–	0%
50	Audit of Custody Management	2025	Internal	6	6	–	–	0%
51	Remittance Audit	2025	Internal	5	5	–	–	0%
52	Agent46 Audit	2025	Internal	4	4	–	–	0%
53	Review of Credit Card One-Time Password (OTP) Management	2025	Internal	0	0	0	0	100%
54	Firewall Management Audit	2025	Internal	7	7	–	–	0%
55	ISO 27001:2022 Information Security	2025	Internal	2	2	–	–	0%
56	Student Payment Center (SPC) Audit	2025	Internal	2	2	–	–	0%
57	Personal Data Management Audit (System)	2025	Internal	8	8	–	–	0%
58	Enterprise Architecture Implementation Audit	2025	Internal	5	5	–	–	0%
59	Overseas IT Services Centralization Project	2025	Internal	4	4	–	–	0%
60	Fraud Management Application Audit	2025	Internal	8	8	–	–	0%
61	Disaster Recovery Plan (DRP) / Disaster Recovery Audit	2025	Internal	3	3	–	–	0%
62	Regulatory Audit – Overseas Branch Singapore	2025	Internal	0	0	0	0	100%
63	Data Privacy Audit	2025	Internal	0	0	0	0	100%
64	Cyber Resilience Assessment Framework (C-RAF)	2025	Internal	0	0	0	0	100%
65	Digital Maturity Assessment Bank (DMAB) 2025*	2025	Internal	–	–	–	–	–
66	Independent Review of New Remittance Cooperation – Second Switcher Wise*	2025	Internal	–	–	–	–	–
67	Payment System Audit*	2025	Internal	–	–	–	–	–
68	Independent Review of QRIS CPM (Customer Presented Mode)*	2025	Internal	–	–	–	–	–
69	IT Governance Audit*	2025	Internal	–	–	–	–	–
70	Cyber Resilience Maturity Level Review*	2025	Internal	–	–	–	–	–
71	Security Audit – SKNBI & BI-FAST*	2025	Internal	–	–	–	–	–
Total				**392**	**96**	**293**	**2**	**75%**

Note:
BS = Not Yet Completed, **S** = Completed, **T** = Delayed
* = Report Preparation in Progress

7. Realization of IT Financing Plan

IT Spending	FY 2025 Budget Allocation (IDR million)	FY 2025 Realization (IDR million)	% Realization Against Plan
IT CAPEX (Domestic Automation)	1,604,421	1,604,421	100,0
OPEX TI (SKTI)	543,046	527,819	97.2
Total	**2,147,467**	**2,132,240**	**99.3**

IT Solution Development Based on IT Application Architecture

BNI has developed a Strategic Information Technology Plan (RSTI) to optimize and align business objectives with IT strategy. This step facilitates the bank in creating effective and efficient IT solutions, thereby optimizing IT development costs. One component of the RSTI is the Enterprise Architecture based on the TOGAF Framework, which is established as a development standard, encompassing Business Architecture, Application Architecture, Technology Architecture, Data Architecture, and Security Architecture.

BNI's Enterprise Architecture has become the standard in the development of IT systems and applications, both for Digital Bank products and Open Banking. The alignment among components of the Enterprise Architecture supports BNI in providing innovative solutions for business process enhancement, thus facilitating the integration of BNI's solutions with stakeholders.

The Enterprise Architecture Landscape has adopted the Banking Industry Architecture Network (BIAN) and is categorized as follows:

1. **Channels**
   This includes all interaction channels connecting the bank with its customers. It consists of 3 (three) focus capabilities:
   a. Bank (Assisted) Channels (Subdomain) Facilitates direct interaction with officers.
   b. Customer Channels (Subdomain) Supports self-service for customers.
   c. Open Banking.
2. **Customer Relationship Management**
   Manages customer relationships comprehensively, from Customer, Marketing and Sales, to Service.
3. **Products & Services**
   Covers the bank's portfolio of products and services. It consists of 6 (six) focus capabilities:
   a. Credit Card: Credit card purchase services, including additional benefits such as reward points and cashback.
   b. Treasury: Management of liquidity, investments, and financial risks of the bank.
   c. Trade Finance: Support for trade processes, such as letters of credit and bank guarantees.
   d. Loan, Payment: Loan services and various payment methods.
   e. Card Management: Management of the lifecycle of banking cards.
   f. Core Banking: The main core system that manages the bank's daily operations.
4. **Operational Services**
   Ensures that the bank's operations run smoothly, securely, and compliantly. It consists of 5 (five) focus capabilities:
   a. Remittance: Money transfer services between banks, both domestic and international.
   b. Statements: Provision of periodic account transaction reports for customers.
   c. Merchant: Payment management services for merchants, including credit card, debit card, and other payment processing.
   d. Clearing & Settlement: The process of settling transactions between banks to ensure funds are transferred correctly.
   e. Loan Operation: Management and administration of loans, from application to repayment.
5. **Enterprise Support**
   Provides support for all functions at the enterprise level. It consists of 4 (four) focus capabilities:
   a. Finance & Accounting: Management of the bank's finances and accounting, including financial reporting, budget control, and audits.
   b. Human Resources Management: Management of human resources, including recruitment, training, development, and employee performance management.
   c. Content & Document Management: A system for managing content and documents to store, organize, and access information efficiently.
   d. Team Collaboration: Tools and platforms that support team collaboration, such as communication, document sharing, and project management.
6. **Integration**
   Ensures interoperability between systems, including API Management, Messaging, and Data Integration. It consists of 3 (three) focus capabilities:
   a. API Management: Management of Application Programming Interfaces (APIs) to enable secure and efficient communication and data exchange between applications.
   b. Enterprise Service Bus: Middleware infrastructure that integrates various applications and services within the organization to enable smooth communication and data exchange.
   c. Transaction Switch: A system that processes and routes financial transactions among various payment systems and networks.
7. **Risk & Compliance**
   Manages risks and ensures compliance, covering Operational Risk Management, Market Risk Management, Credit Risk Management, and Financial Crime Compliance. It consists of 6 (six) focus capabilities:
   a. Credit Risk: Management of risks related to the possibility of default by borrowers or other parties indebted to the bank.
   b. Enterprise Risk: Comprehensive risk

management across BNI, covering various types of risks that may affect the bank's strategy.

c. Operational Risk: Management of risks arising from failures in internal processes, people, systems, or external factors that may disrupt the bank's operations.
d. Asset & Liabilities Management: Management of the bank's assets and liabilities to ensure a balance between risk and return, as well as maintaining liquidity and profitability.
e. Regulatory: Compliance with applicable regulations and laws in the banking sector to ensure the bank's operations are in accordance with legal and industry standards.
f. Anti-Money Laundering: Programs to prevent and detect money laundering and terrorist financing, including customer identity verification and monitoring of suspicious transactions.

8. **Enterprise Information System**
   Managing the company's data and information, which includes Big Data, Data Science, Business Intelligence, and Data Governance. It consists of 2 (two) focus capabilities, namely:
   a. Business Intelligence & Analytics: The collection, analysis, and presentation of business data to support better decision-making.
   b. Information Governance: A framework and policies for effectively and securely managing information, encompassing data management, compliance with regulations, and protection of sensitive information, as well as ensuring data integrity and security.

Information Technology Infrastructure

Bank Negara Indonesia (BNI) is supported by 3 Data Centers (DC) and certified by the Uptime Institute to support the best digital services for all customers. As part of the commitment to provide reliable services, BNI consistently ensures service availability through testing the Disaster Recovery Plan (DRP) by continuing to increase Switch Over & Switch Back (SO-SB) activities, To ensure the readiness of backup systems, especially for critical and transactional applications in the event of a disaster.

BNI continuously strives to provide optimal, sustainable services and increase service availability levels to provide a sense of security and comfort for customers. Throughout 2025, BNI's IT service availability reached an uptime of 99.97%.

In line with increasing business needs and service digitalization, BNI continues to strengthen the capacity and capability of its IT infrastructure through the implementation of the latest technologies. Through a continuous infrastructure rejuvenation program, BNI has adopted the Software-Defined Everything paradigm to simplify IT infrastructure governance and operations. This implementation includes Software-Defined Data Center (SDDC), Cloud and Virtualization, Hyperconverged-based Software-Defined Storage, as well as Software-Defined Network (SDN) and Software-Defined Wide Area Network (SD-WAN), to support service sustainability and enhance operational efficiency.

To improve the quality and reliability of IT services, BNI has also implemented a Configuration Management Database (CMDB) as part of the IT Service Management (ITSM) application. Additionally, BNI utilizes various real-time monitoring tools that not only function for operational oversight but also support predictive capacity planning and operational automation through the use of Artificial Intelligence (AI). With the support of such technology, along with the active role of the Helpdesk and IT Service Management teams, BNI ensures optimal service monitoring and handling 24 hours a day, 7 days a week.

Through these various initiatives, BNI is committed to constantly maintaining excellent digital service reliability and availability, ensuring that customers continue to experience security, comfort, and trust in utilizing BNI's digital banking products and services.

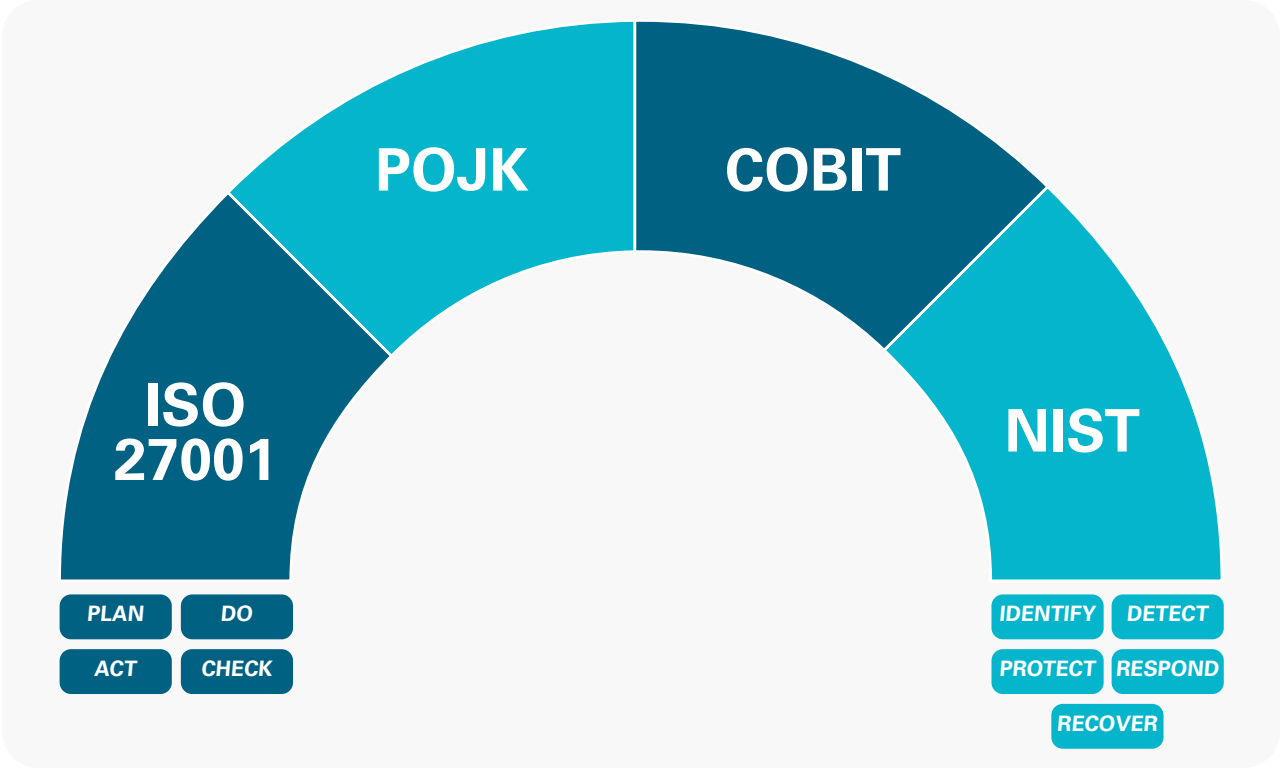
Use of Performance Monitoring and Management Platform at BNI

BNI has implemented an Artificial Intelligence (AI)-based application performance monitoring and management platform designed to analyze and optimize application performance, infrastructure, and the overall user experience. The deployment of this platform enables early detection of potential disruptions, enhances the reliability of digital services, and accelerates real-time, data-driven decision-making. Furthermore, this platform plays a vital role in assisting BNI's DevOps, Developer, and IT teams in rapidly detecting performance issues and ensuring that systems operate efficiently.

The main features used at BNI include:
1. Full Stack Monitoring: Comprehensive monitoring from the front-end to the back-end of the application, including servers, databases, and networks.
2. Real User Monitoring: Monitoring real user activity to understand the user experience directly.
3. Synthetic Monitoring: Automatic application testing with user simulations to detect problems before real users experience them.
4. Infrastructure Monitoring: Monitoring IT infrastructure such as servers, networks, and hardware to ensure optimal performance.
5. Distributed Tracing: Tracking request flows through various services and application components to identify the source of performance problems.
6. AI-Powered Root Cause Analysis: Analysis of the cause of performance problems using artificial intelligence to quickly find the root cause.
7. Auto Discovery & Auto Instrumentation: Automatic detection and application of monitoring tools on application components without manual intervention.
8. Cloud-Native Monitoring: Monitoring of applications running in the cloud environment to ensure performance and scalability.

BNI applications monitored with this platform include various digital banking services and internal systems, all of which contribute to improving operational efficiency and service quality to customers.

Information Security Controls



To support BNI's commitment to protecting customer data and maintaining safe IT operations, it continues to strengthen cyber security through a variety of efforts, including:
1. Strengthening the information security function by developing the CISO (Chief Information Security Officer) function in an effort to focus on BNI cyber security;
2. Continuously implementing governance, regulations and compliance so that information security runs well, and in accordance with internal regulations, statutory provisions and applicable best practices;
3. Continuously implementing a security architecture for information security for assets, data, applications, endpoints, networks and security parameters to ensure the principles of confidentiality, integrity and availability run well;
4. At the end of 2025, BNI carried out an Information Security Audit within itself conducted by BNI Internal Audit (IAD) and was certified with ISO 27001:2022 - The Information Security Management System in The Provision of Open API Services with the results of the criteria "Certified".

BNI has commitment to continuously develop cybersecurity to safeguard innovations in banking services for more properly maintained customer trust and comfort. This effort is made in consistency in line with the direction of business development towards digital banking. BNI has also made other efforts to ensure business sustainability are kept from cybercrime threats under the following domains:

1. Identify
   a. Continuously implementing governance, regulations and compliance so that information security runs well, and is in accordance with internal regulations, statutory provisions and applicable best practices;
   b. Developing security aspects in every application development by applying the Secure SDLC framework so that security is involved in all phases of demand and delivery. In addition, security plays an active role in security testing, both after the project is completed, and periodically in testing and production environments;

2. Protect
   a. Continuously implementing security architecture for information security for assets, data, applications, endpoints, networks and perimeter security to ensure the principles of confidentiality, integrity and availability run well;
   b. Implementing multilayer of defense security devices that refer to international standards as implemented in national banking;
   c. Educating employees to increase awareness of cyber security and on a regular basis carry out phishing simulations for employees;
   d. Continuously organizing awareness education through Human Capital competency development programs; and
   e. Periodically carrying out security testing on BNI applications to strengthen BNI applications from cyber-attacks.

3. Detect
   a. Implementing security solutions using machine learning and artificial intelligence security systems;
   b. Implementing security solutions for end point security with improvements in control, data privacy and cyber attack protection;
   c. Conducting 24x7 proactive monitoring of cyber threats; and
   d. Continuously reviewing the current security controls and updating them;

4. Respond
   a. Instigating customer protection mechanisms against fraudulent transactions caused by banking malware or social engineering;
   b. Carrying out Threat Hunting using detection mechanisms and taking down fake websites carrying BNI's name;

5. Recover
   a. Collaborating with official state bodies (BI, OJK and BSSN), security device principals and other cybersecurity activist communities to obtain information on threats and weaknesses, the latest technology and products, as well as support when incidents occur;

Strengthening the 5 domains above is BNI's effort to increase cyber maturity by focusing on the Cyber Security Framework (CSF). Efforts to increase cyber maturity are carried out on aspects of people, processes, and BNI technology using a holistic approach.

1. From the people's aspect, increasing cyber security awareness is a crucial step. In addition, advanced training programs for IT Security and incident response teams must be strengthened so that they have the ability to identify, analyze, and respond to attacks quickly. Strengthening the culture of cyber security throughout the organization, from the executive level to operational staff, will help reduce risks caused by human factors. In addition, BNI is in the process of increasing cyber resources with professional cyber talent acquisition and training programs to improve the skills of the cyber resources it has.

2. From the process aspect, BNI continuously develops mature policies and procedures that are in line with the Cyber Security Framework (CSF). This includes creating or updating all procedures that support cyber security and protection. Implementation of periodic cybersecurity audit processes has been carried out to identify gaps and ensure compliance with security standards. Currently, BNI has a cybersecurity governance team tasked with monitoring the implementation of policies and ensuring effective coordination between divisions in responding to cyber threats.

3. From the technological aspect, investment in cutting-edge security technology is essential to anticipate cyber threats, which include:
   a. Implementing Endpoint Detection and Response (EDR) to monitor endpoint activities in real-time and respond to security incidents as well as potential threats.
   b. Applying Network Access Control (NAC) to enhance network access control and management, prevent unauthorized access, and ensure that connected devices comply with BNI standards.
   c. Maintaining a robust security system through the Security Operation Center (SOC), which performs active monitoring 24/7 to detect security threats rapidly and efficiently using Security Information and Event Management (SIEM) systems. This monitoring covers security across Endpoints, Networks, Applications, and Servers. Every mitigated incident is reported along with its analysis, serving as a lesson learned and a basis for future improvements. Additionally, BNI has a Cyber Security Incident Response Team (CSIRT) that proactively handles all internal security incidents.
   d. Identifying suspicious activities and cyber-attacks, including conducting threat hunting and taking down fraudulent websites impersonating BNI. As a preventive measure to reduce fraud risks, the Cyber Threat Intelligence team reports debit card transaction activities indicated to have entered data on phishing sites.
   e. Implementing Data Loss Prevention (DLP) systems as perimeter protection to prevent credential theft and illegal access to confidential data.
   f. Utilizing encryption technology to protect internal and customer data from potential threats, ensuring the security of data at rest and data in transit, and keeping information secure from unauthorized parties.
   g. Every development of new products, applications, or services at BNI undergoes a Software Development Life Cycle (SDLC) process that includes comprehensive security stages, such as security and risk assessments, design reviews, code reviews, configuration reviews, and penetration testing.
   h. BNI implements security assessments to identify security gaps or vulnerabilities in applications through Penetration Testing, Vulnerability Assessment, and Application Security Testing (SAST, DAST).
   i. Implementing Next-Generation Firewalls and Intrusion Prevention Systems (IPS) for secure system/application access and traffic control, providing a defense system capable of detecting suspicious activities or cyber-attack attempts.
   j. Implementing identity management using a centralized Lightweight Directory Access Protocol (LDAP) to facilitate consistent access rights management in accordance with security principles for user access provisioning.
   k. Implementing Privileged Access Management (PAM) to provide specialized security and oversight for high-privilege accounts (Admin/ Super User) through activity recording and permission restrictions to prevent the abuse of authority.

By combining elements of people, processes, and technology, BNI Bank can achieve higher cyber maturity sustainably and adaptively to evolving threats.

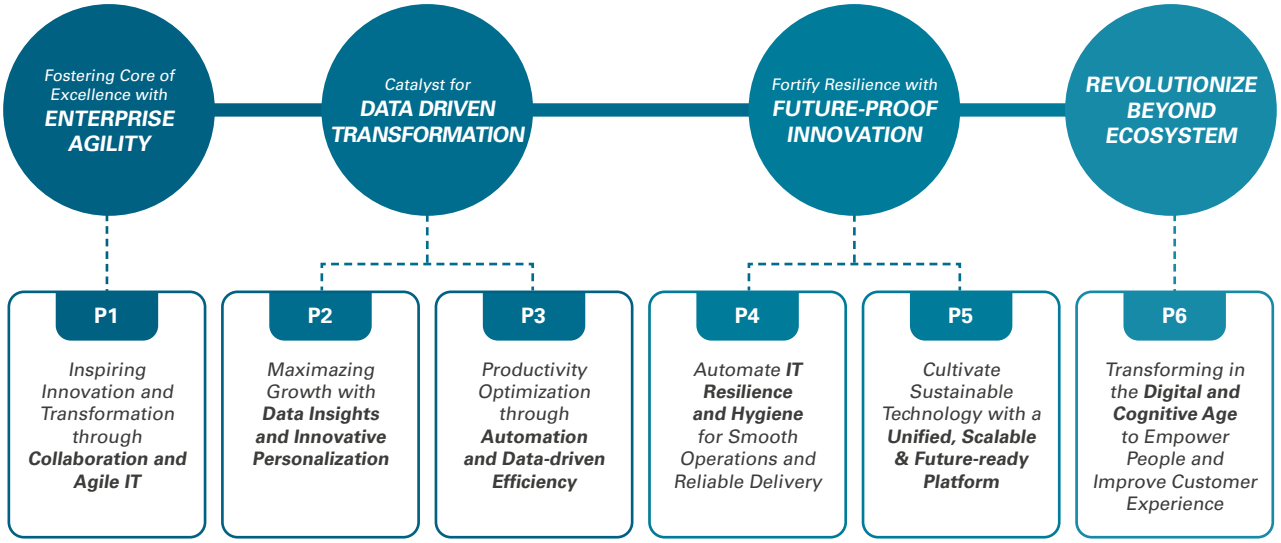
BNI pays more attention to the trend of cyber attacks that are currently spreading to customers and implements several safeguards on the customer side, including:

1. Multi-factor authentication and face recognition (liveness detection) mechanisms to improve security and reduce the risk of misuse of customer identities.
2. Continuous education is carried out to customers about self-protection through password security, internet banking security, mobile banking security, ATM transaction security, and other.

BNI IT Strategic Plan

The efforts to enhance digital technology capabilities are expected to position BNI as a bank capable of competing in the digital era and inspiring the banking services industry in the future. Through the end of 2025, BNI's IT programs gave constant support to its business growth by expanding market access and driving operational efficiency.

As a guideline for implementing IT support to achieve business objectives and support BNI's current Corporate Plan, an IT Strategic Plan (RSTI) 2024-2028 has been prepared. The RSTI initiative plan is 4 missions derived from the IT Vision and further elaborated into six main IT programs.



Here is how the six main IT programs is described:

1. **Inspiring Innovation and Transformation through Collaboration and Agile IT**
   This program emphasizes the importance of collaboration and the application of Agile methodology in the IT organization to drive innovation and continuous transformation at BNI.
2. **Maximizing Growth with Data Insights and Innovative Personalization**
   This program seeks to maximize data utilization to drive business growth through a deep understanding of customers and the provision of personalized services.
3. **Productivity Optimization through Automation and Data-driven Efficiency**
   This program seeks to increase the productivity and efficiency of bank operations through automation of business processes and optimal utilization of data.
4. **Automate IT Resilience and Hygiene for Smooth Operations and Reliable Delivery**
   Program ini menyoroti pentingnya otomatisasi dalam menjaga ketahanan dan keamanan sistem TI di BNI. Dengan otomatisasi, BNI dapat memastikan operasi berjalan lancar, pengiriman layanan tidak terganggu, dan risiko keamanan siber dapat diminimalisir.
5. **Cultivate Sustainable Technology with a Unified, Scalable & Future-ready Platform**
   This program highlights the importance of automation in maintaining the resilience and security of IT systems at BNI. With automation, BNI can ensure smooth operations, uninterrupted service delivery, and minimize cybersecurity risks.
6. **Transforming in the Digital and Cognitive Age to Empower People and Improve Customer Experience**
   This program underlines the importance of banks adapting to rapid changes in the digital era and utilizing cognitive technology to provide better services to customers. The core of this program is a deep digital transformation, where technology is not only a tool but also a key driver in providing added value to customers and society.

This RSTI will continue to be reviewed and updated in accordance with updates to the Corporate Plan, Board of Directors' Policy, business strategy, and BNI's transformation strategy. This review also considers information technology trends and regulations in the banking sector, both locally and globally. This step is a form of BNI IT's commitment to always align strategy with the needs and direction of the Bank's business.

Information Technology Governance [ACGS (B).D.5.1]

In the development of Information Technology (IT), BNI consistently strives to strengthen and enhance the Company's resilience against various risks, both internal and external, including the ability to withstand disruptions, cybersecurity threats, disaster recovery events, regulatory changes, and other business uncertainties. BNI also maintains comprehensive IT governance to ensure that all key risks are properly identified, managed, and reported periodically to the Board of Directors. In its implementation, the Bank's resilience to such risks is supported by technological innovations that are not only relevant to current needs but also sustainable and scalable for future development. [ACGS (B).D.5.1]

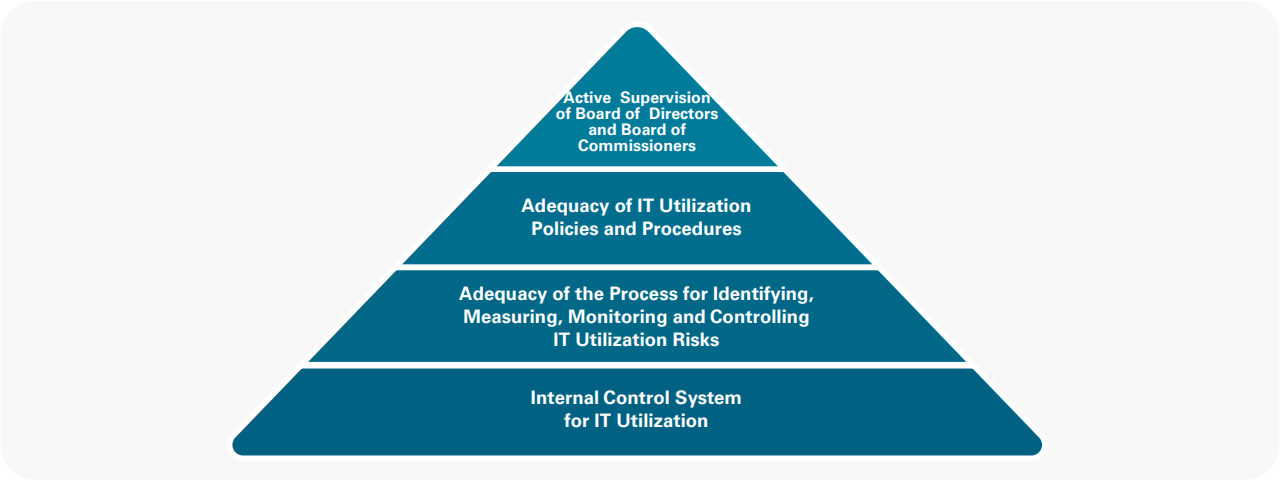
Through the implementation of sound governance and robust disaster recovery systems, BNI is able to maintain operational reliability and service quality, while strengthening technological resilience in support of the Bank's overall business strategy. In addition, BNI continues to reinforce cybersecurity by implementing various initiatives as part of its commitment to protecting customer data and safeguarding the continuity of IT operations. These initiatives include strengthening the information security function through the development of the Chief Information Security Officer (CISO) role, as well as the implementation of governance, regulations, and compliance frameworks to ensure effective information security practices. BNI also adopts an effective information security architecture that encompasses the protection of assets, data, applications, endpoints, networks, and security parameters, by applying a defense in depth approach to ensure the principles of confidentiality, integrity, and availability are upheld.

To ensure the continuity of Information Technology operations, including in the event of potential disasters or large-scale disruptions, BNI has implemented a reliable disaster recovery backup system. This effort includes the placement of infrastructure in separate data centers designated as Disaster Recovery Centers (DRC), as well as the implementation of High Availability (HA) redundancy configurations to maintain optimal continuity of IT services.

IMPLEMENTATION OF INFORMATION TECHNOLOGY GOVERNANCE

Information Technology (IT) Governance constitutes a framework and a set of processes designed to ensure that BNI's IT management is aligned with the Company's strategic direction and objectives, thereby optimally supporting the creation of business value. The implementation of IT governance also aims to comprehensively manage IT risks, enhance operational effectiveness and efficiency, and ensure compliance with applicable laws and regulations.

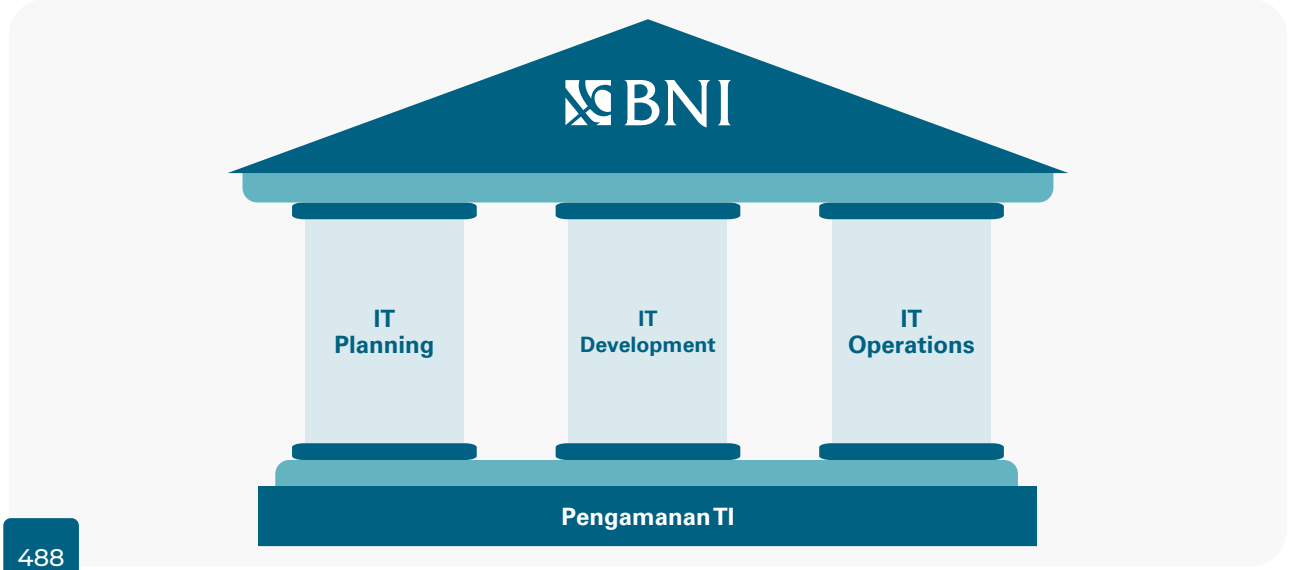
BNI implements IT Governance through the alignment of the IT Strategic Plan with business strategies, optimization of IT resource utilization, structured performance measurement, and the application of effective risk management. All of these processes are carried out in compliance with the regulations issued by the Financial Services Authority (Otoritas Jasa Keuangan or OJK) and Bank Indonesia (BI). The implementation of IT Governance at BNI includes the following aspects:



The use of IT at BNI is governed by policies, standards, and procedures that are applied consistently and on an ongoing basis in accordance with prevailing regulatory requirements, particularly Financial Services Authority Regulation No. 11/POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks.



In general, BNI's IT Governance is structured into four main areas of scope, namely IT Planning, IT Development, IT Operations, and IT Security.



INFORMATION TECHNOLOGY PLANNING

IT planning includes several processes and activities, including:

1. Preparing an IT Strategic Plan to describe the roadmap, BNI's technology strategy, the Information Technology Work Unit vision and mission, the main principles that serve as a reference in the development and use of Information Technology to meet current and future business needs, in line with the BNI long term strategic plan.

   The IT Strategic Plan consists of several parts, namely:
   a. IT Business Alignment
   b. IT Enterprise Architecture & IT Resource Capability
   c. IT Roadmap
   d. IT Investment Plan

2. Annual IT Plan including:
   a. IT Application Development Plan
   b. IT Infrastructure Development Plan
   c. IT HC Education and Training Plan
   d. IT Governance Improvement Plan
   e. Investment Cost and Operational Cost Budget
   f. IT Work Unit's performance indicators relating to risk levels, and the scale of IT project priorities, linked to the Bank's business and IT Strategic Plans.

DEVELOPMENT OF INFORMATION TECHNOLOGY GOVERNANCE

IT Governance also encompasses end to end IT development processes through the implementation of the Software Development Life Cycle (SDLC), applying both waterfall and agile methodologies. In 2025, BNI formulated and implemented new SDLC procedures by enhancing workflows within the demand and delivery phases, through which all IT initiatives are required to pass. The demand phase begins with the registration of IT development initiatives, followed by requirements definition, selection of the implementation approach, prioritization, and the establishment of a project charter. The delivery phase commences with project kick off and continues through requirements detailing and design, development, testing, deployment preparation, Release Control Board, migration, Production Trial Run (PTR), go live, and project closure.

Within the demand phase, additional planning activities and processes have been introduced to ensure that the quality of projects to be implemented delivers tangible benefits to the Bank, as follows:

1. The Feasibility Study serves as a process to articulate project implementation objectives, a concise project scope, budget requirements, and the benefits to be obtained by the Bank. The FS is used as a benchmark for assessing the feasibility of proposed IT projects through cost and benefit analysis.
2. Prioritization of IT Project Proposals is as process involves reviewing and analyzing the feasibility of IT project proposals with reference to the Feasibility Study, to ensure that prioritized projects deliver the highest business value to the Bank.

Within the delivery phase, additional implementation activities and processes have been introduced to ensure that delivery quality and development outcomes are optimal and aligned with user requirements. These include the Architecture Review Forum (ARF) and the Release Control Board (RCB).

1. ARF is an activity involving further review and evaluation of the proposed architecture within IT projects to ensure alignment with BNI's architectural standards and strategies. The ARF process includes evaluation of architectural design, identification of potential risks and issues, assessment of compliance with established standards and guidelines, and encouragement of innovation opportunities. Through ARF, BNI ensures that IT projects proceed as planned, reduces the likelihood of rework, and enhances both the quality and speed of IT project delivery.
2. RCB aims to review and verify readiness for release from both administrative and technical perspectives, including document completeness, approvals, and infrastructure readiness, prior to granting approval for release plans of completed developments. The RCB process also evaluates release plans, coordinates with involved teams to minimize potential adverse impacts, and ensures compliance with applicable standards and regulations. Through the implementation of RCB, BNI ensures that each release is executed safely, efficiently, and in alignment with business objective.

In addition, to establish service standards as well as supporting facilities and infrastructure, BNI has implemented an Application Criticality framework. Through application criticality assessment, priorities, resource allocation, and required risk mitigation strategies for each application are determined.

OPERATIONAL INFORMATION TECHNOLOGY GOVERNANCE

Furthermore, the operational aspect of IT Governance at BNI encompasses a range of critical processes and activities that support the overall reliability of IT systems and services. These activities include data center operations management, management of systems and communication networks, handling of system incidents and issues, management of IT system operations performed by third parties, as well as risk management in IT operations. Through the implementation of these processes, BNI ensures the reliability of its technology infrastructure, maintains service continuity, and strengthens operational security and stability to support all business activities and banking services.

INFORMATION TECHNOLOGY GOVERNANCE SECURITY

BNI's IT security governance focuses on a cybersecurity framework divided into 3 (three) pillars,namely:

1. Governance: includes security awareness, information security provisions and development of team and organizational capabilities;
2. Protection: consists of a multi-layer defense mechanism, security assessment (penetration testing and vulnerability Assessment), as well as incident management and forensics;
3. Operation: Operation: includes 24x7 Security Operation Center (SOC), threat intelligence, network and endpoint security, as well as user access management BNI maintains a balance between People, Process and Technology aspects when selecting a framework. Based on these considerations, BNI's IT governance implementation adopts the frameworks that are appropriate to the IT service areas at BNI.

Control Objectives for Information and Related Technologies (COBIT)

COBIT (Control Objectives for Information and Related Technologies) is an IT governance and management framework that supports BNI in managing Information Technology to meet the needs of its stakeholders. Through the management of its process domains and enablers, COBIT translates business objectives into IT objectives and measures the achievement and maturity levels of IT processes.

The implementation of the COBIT framework at BNI is based on the alignment between business objectives and IT objectives, with a strong focus on data and information. This framework is flexible and adaptable to the Company's strategic direction and can be applied in conjunction with other framework standards. Accordingly, COBIT assists BNI in ensuring that IT management is aligned with business strategy and delivers optimal value creation.

Information Technology Information Library (ITIL)

Information Technology Information Library (ITIL is a standard framework for IT Service Management (ITSM), which BNI IT uses to align IT support services to BNI business. ITIL focuses on IT processes procedures, tasks and service levels to support the Bank's strategy, provides added value, maintains IT competency levels. With ITIL, BNI IT operations set a baseline as a service benchmark, a basis for planning, implementing and measuring its achievements.

International Standard to Manage Information Security – ISO/IEC 27001

ISO 27001 is an international standard for information security management systems, commonly referred to as an Information Security Management System (ISMS). ISO 27001 is one of the most widely adopted information security framework standards, with broad acceptance and trust across various organizations, and serves as a reference for other information security frameworks such as the NIST Cybersecurity Framework, SANS, and others. Accordingly, ISO 27001 standardization can be leveraged to enhance IT security and has a positive correlation with strengthening the level of trust among customers, business partners or third parties, and the organization as a whole.

In order to strengthen BNI's competitiveness relative to its peers as well as within the fintech industry, ISO 27001 standardization represents a significant achievement, delivering the following benefits:

1. Enhancing BNI's competitiveness within the banking, fintech, and broader financial services industry by fostering a positive image and strong perception of its capability to safeguard customers and business partners or third parties.
2. Improving information security governance in accordance with applicable national and international standards, thereby facilitating regulatory approval processes.
3. Providing greater ease for BNI in strengthening information security controls across digital banking business processes.

INFORMATION TECHNOLOGY STEERING COMMITTEE

BNI has established an Information Technology Steering Committee through the Board of Directors' Decree No. KP/461/DIR/R dated September 10, 2025, concerning the Structuring of the Technology Management Committee (KMT). The Technology Management Committee was formed to assist the Board of Commissioners and the Board of Directors in carrying out oversight of Information Technology (IT) activities. Detailed information regarding the Technology Management Committee is presented in the Corporate Governance chapter of the Annual Report.

IT HC DEVELOPMENT AND CERTIFICATION PROGRAM

In order to enhance the quality of its IT strategic planning and create a competitive advantage for the business, BNI recognizes the importance of continuously adjusting its IT development programs to remain aligned with the dynamics and changes of the digital era. This initiative serves as a critical foundation to ensure that every IT initiative optimally and sustainably supports the achievement of business objectives. Accordingly, BNI has strengthened its capabilities across process, technology, and people aspects.

Through its IT Work Units, BNI equips IT human resources with a wide range of training programs to develop both soft skills and hard skills. Soft skill development is carried out through training in digital leadership, technology presentation skills, and communication and negotiation skills. Meanwhile, hard skill development is supported through training programs in project management, IT architecture, programming, CI/CD, secure coding, cloud security, and other relevant technical competencies.

Throughout 2025, BNI facilitated the participation of its IT personnel in various education and training programs, including but not limited to the following:

1. Training Data Engineer
2. Training Data Analyst
3. Leading Digital Ecosystem : Strategy & Innovation
4. AI Driven Customer Insight
5. Training IT Software Development Life Cycle (SDLC) level MGR, AVP & VP
6. Training Artificial Intelligence (AI) Foundation for Banking Digital Transformation
7. Training Workshop IBM Product Knowledge Update - Data AI & Automation
8. Training Web Method Batch 1-3
9. Training Product Knowledge wondr by BNI
10. Training Project Management
11. Training Process Improvement 3 Legged 5 Why (3L5W) BCV
12. Training Oracle Apex (Application Express) Application Development
13. Training MONGODB: Database For Modern Apps & Spending Hands-on
14. Training ITIL V4 Foundation Certification
15. Training Basic Design Thinking For Innovation
16. Training Agile Ways Of Working & Scrum Framework Bootcamp
17. Training Excel
18. Training End User Project Enterprise Financial System

In addition, BNI has supported and facilitated IT personnel to participate in online training programs through various learning platforms, including Udemy, LinkedIn Learning, and other digital learning platforms.

IT SKILL-BASED ORGANIZATION

BNI consistently conducts periodic audits as a demonstration of its commitment to implementing sound Technology Governance. BNI carries out independent Information Technology operations audits through its Internal Audit function, in accordance with the Regulation of the Minister of State Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Activities of State Owned Enterprises, particularly Article 210. In practice, the audits conducted by the Bank include evaluations of the implementation of the IT Strategic Plan as well as assessments of the effectiveness of IT operations.

In addition to fulfilling regulatory and compliance requirements, these audits serve to assess BNI's level of readiness in managing Information Technology. In 2025, BNI followed up on 24 audit activities covering various areas, including mandatory Bank Indonesia security audits, strategic project audits, IT procurement audits, and other audit activities.

AUDIT PENYELENGGARAAN TI

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SYNERGY IN THE APPLICATION OF INFORMATION TECHNOLOGY WITH SUBSIDIARIES

The development of BNI's Information Technology adopts the IT Agile and Lean Organization concept, aimed at strengthening collaboration and synergy between BNI and its subsidiaries. This approach focuses on efficiency and the optimization of IT resources to enhance operational effectiveness and cost efficiency, thereby delivering significant added value in supporting both service delivery and business activities. In addition, this strategy opens broader opportunities for digital synergy to support the development and strengthening of subsidiaries' capabilities. Potential areas of digital synergy include the following:

1. Capability Synergy and Integration
   a. BNI Multifinance
      Synergy through the integration of Joint Financing and Collection Payment processes.
   b. BNI Life
      Synergy through the integration of insurance policy issuance processes and automatic debit for insurance premium payments.
   c. hibank
      Synergy through the integration of ATM and EDC transactions via an aggregator.
   d. BNI Sekuritas
      Synergy through the integration of RDN transaction processes and Investor Account Management.
   e. BNI Ventures
   f. BNI Asset Management
2. Technology Synergy
3. Resource Synergy
   Utilization of BNI's extensive infrastructure and network to support the expansion of subsidiaries across various regions.

IT AWARDS IN 2025

Through the capabilities of BNIdirect cash, BNIdirect bisnis, and BNIdirect API, BNI successfully received various prestigious international awards, including the following:

1. **BNIdirect API Awards 2025**
   - **Best Technology Implementation for Digital CX – Indonesia** (April 2025 - Digital CX Awards)
   - **Best API Initiative** (August2025 - Digital Banker - Global Retail Banking Innovation Awards 8)
   - **Best API/Open Banking Platform Provider for SME Banking** (October 2025 - Digital Banker - Global Bank Tech Award)
   - **Outstanding SME Cash Management Solution by a Vendor** (October 2025 - Digital Banker - Global Bank Tech Award)
   - **Outstanding SME Payment Solution by a Bank** (October 2025 - Digital Banker - Global Bank Tech Award)
   - **Best API/Open Banking Platform Provider for Transaction** (October 2025 - Digital Banker - Global Bank Tech Award)
   - **Outstanding Payments and Collection Services Provider** (October 2025 - Digital Banker - Global Bank Tech Award)
2. **BNIdirect cash Award 2025**
   - **Best Wholesale/Transaction Bank for Digital CX – Indonesia** (April 2025 – Digital CX Awards)
   - **Category Editors' Triple Star for New BNI Direct** (May 2025 -The Asset Triple A Treasurise (Treasury, Trade, Supply Chain, Risk, ESG) Award)
   - **Best Bank for Transaction Banking in Indonesia** (May 2025 - AlphaSEA - 19th Best Financial Institution Awards 2025)
3. **BNIdirect bisnis Awards 2025**
   - **Best SME Banking Platform** (August 2025 - Digital Banker - Global Retail Banking Innovation Awards 8)

INFORMATION TECHNOLOGY FUTURE DEVELOPMENT PLAN

BNI remains committed to continuously developing Information Technology and delivering reliable and secure IT services that provide optimal benefits, in line with the Regulation of the Minister of State Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines on Governance and Corporate Activities of State Owned Enterprises. All IT service development initiatives are implemented based on best practices and refer to a comprehensively formulated IT Strategic Plan. The IT Work Units have defined four strategic missions set out in the IT Strategic Plan, namely Enterprise Agility, Data Driven Transformation, Future Proof Innovation, and Revolutionize Beyond Ecosystem.

In line with this direction, BNI will continue to undertake various improvements and enhancements to its IT capabilities going forward. As transaction volumes, service complexity, and reliance on internal and external system integration continue to increase, exposure to information technology risks has also escalated. Accordingly, in 2026, development efforts will be focused on strengthening security as the primary foundation for the sustainability and resilience of IT services, along with several other key IT priorities.

One of the key focus areas is enhancing fraud detection and prevention capabilities through transaction security monitoring that integrates data analytics and rule based controls, to provide proactive protection for Wholesale customer transactions.

Service Digitization

As one of the pioneers of digital banking in Indonesia, BNI continuously strengthens its service digitization initiatives to accelerate transformation across all business lines and operations. Throughout 2025, BNI was again consistent in bringing digital initiatives that focused on enhancing efficiency, easing service access, and optimizing business processes. BNI believes that through these steps, digital innovation would provide a significant contribution to increasing operational performance and profitability, while cementing BNI's position as a leading financial institution in the digital era.

The latest trends in information and digital technology—such as the growing use of Artificial Intelligence (AI), Data Analytics, Cloud, and the Internet of Things (IoT)—have brought significant changes across various industrial sectors. The trend is marked by the increasing use of communication networks and the internet for various purposes, integrated automation processes that utilize AI, decision-making based on insights derived from data analysis, the optimization of Cloud usage for both business and personal needs, and the interconnection of various everyday devices to the internet. These dynamics subsequently influence customer behavior and encourage the creation of more innovative and adaptive business models.

With these trends of late in mind, BNI continues to make improvements and introduce innovations to create products and services that meet customer needs. Throughout 2025, BNI remained committed to maintaining and improving service quality while proactively developing digital solutions that are adaptive to market dynamics. BNI continues to adjust to the shift in customer behavior toward digital by exploring innovation, leveraging the latest technology, and applying modern digital trends to deliver a banking experience that is easier, faster, and more value-added.

BNI has sustainably utilized the services of various Independent International Research and Advisory Institutions to obtain references, strategic insights, and the latest trends regarding technology and developments in the global industry and banking sector. This step serves as a vital foundation in driving sustainable innovation, both in terms of technology utilization and business process optimization. Various adopted key-technologies have made significant contributions to the development of BNI's digital banking products and services in recent years, thereby strengthening competitiveness and enhancing the customer experience.

As a tangible manifestation of this technology utilization, BNI has developed a wide range of innovative digital products and services that are adaptive to market needs, including the following:

BNIdirect

In line with BNI's ambition to be "Leading in Wholesale Transaction Banking," BNI continues to strengthen its digital capabilities to support the financial transaction needs of corporate, institutional, commercial, and SME customers through BNIdirect. BNIdirect is a wholesale digital banking service designed to support customer business growth through comprehensive financial solutions, encompassing cash management, trade, foreign exchange, and supply chain financing, enabling customers to conduct financial transactions quickly, easily, and securely. The year 2025 marks a strategic milestone for BNI in optimizing digital services through the transformation of BNIdirect into a premier, comprehensive, and integrated wholesale digital platform aligned with modern business needs. This transformation reflects BNI's commitment to strengthening its role as a trusted partner in supporting digitalization and business growth amidst increasingly competitive landscapes.

Currently, BNIdirect provides a wide range of financial transaction services, including cash management, payments, trade, and foreign exchange transactions. The platform offers flexible access via the website (direct.bni.co.id) or mobile app, allowing customers to monitor and conduct financial transactions in real-time from anywhere. The BNIdirect interface is designed to be more intuitive and user-friendly, supporting three languages (Indonesian, English, and Mandarin) to reach customers from diverse backgrounds. In terms of security, BNIdirect is equipped with a multi-layered authorization system through user access rights management and the use of both hard tokens (BNI e-Secure) and soft tokens (mobile tokens). Additionally, BNI provides a dedicated team to support customers during the onboarding process and for daily platform usage.

Presently, the Wholesale Transaction Banking channels serve specific segments and needs consisting of:
1. BNIdirect cash
2. BNIdirect bisnis
3. BNIdirect fx
4. BNIdirect receivables
5. BNIdirect supply chain
6. BNIdirect trade
7. BNIdirect API

Each transaction channel features distinct characteristics and functions, yet they are strategically developed for seamless integration. Since 2024, BNI has been continuously developing a single integrated platform capable of consolidating all these channels to enhance the customer experience and drive transaction growth.

As part of the digital transformation of Wholesale Transaction Banking, **BNIdirect** is developed and positioned as a **single entry point** for customers to access all services within **BNIdirect**. This portal serves as the primary interaction point with various wholesale solutions through a **Single Sign-On (SSO)** mechanism. Beyond serving as an access gateway, BNIdirect is also equipped with a **financial dashboard feature** that presents concise and comprehensive information regarding the customer's financial activities. This dashboard is designed to provide **360-degree visibility** of financial positions, cash flows, transaction statuses, and summaries of activities across products and services in a single view. Consequently, customers can monitor, make decisions, and manage their finances more quickly, effectively, and accurately.

From then onward, BNIdirect will continue to be developed as a global wholesale transaction banking platform, with the addition of analytical capabilities, service personalization tailored to customer needs, cross-border transaction solutions, and broader integration with the customer's business ecosystem. This initiative is expected to strengthen the customer's digital experience while supporting the sustainable growth of BNI's Wholesale Transaction Banking.

BNIdirect bisnis

As part of its digital service development roadmap, BNI launched BNIdirect bisnis in August 2025 as a manifestation of the Bank's commitment to expanding inclusion and digital service adoption across all customer segments. Through this initiative, BNI reinforces that digital transformation is not only focused on the corporate segment but is also strategically directed to support the growth of Small and Medium Enterprises (MSMEs) as the backbone of the national economy. BNIdirect bisnis is designed to address MSME requirements for simpler, yet secure and reliable digital transaction solutions, featuring a streamlined and user-friendly interface as well as core features that include payment management, transfers, and real-time cash flow monitoring. The introduction of BNIdirect bisnis is expected to drive the digital capability of MSME customers, expand BNI's digital service user base, and strengthen the overall business transaction ecosystem.

This platform makes it easy to manage daily transactions efficiently without a complicated process, supporting payments and receipts quickly, safely, and reliably.

In addition, BNIdirect simplifies the approval process with a modern and intuitive user interface (UI/UX) design. This new look ensures that MSME customers can easily understand and access existing features, without requiring intensive training. This feature also supports a simple user journey, making the transaction experience more enjoyable and efficient.

To support strategic decision-making, BNIdirect provides integrated financial reports that facilitate MSMEs in business planning, credit applications, and financial analysis. With real-time access to financial positions such as cash balances, receivables, and liabilities, customers can manage their finances effectively, drive business growth, and increase competitiveness, both in local and global markets.

Through a deep understanding of MSME needs, BNIdirect is not only a transaction platform, but also a strategic partner that supports the sustainability and success of MSME businesses in the digital era.

With these features, BNI through BNIdirect wants to ensure that every customer's transaction needs, both large and small, can be met easily, safely, and reliably.

In 2025, BNIdirect bisnis won an international award from The Digital Banker - Global Retail Banking Innovation Awards in the category of Best SME Banking Platform.

BNIdirect cash

In supporting the transaction and financial management needs of corporate customers, BNIdirect cash presents various superior features designed to meet the requirements of medium to large-scale businesses and build an integrated corporate financial ecosystem. The core values offered through BNIdirect cash are "Simplified Transaction, Secure Control, and Comprehensive Financial Insight," which serve as the foundation for providing a reliable service experience for corporate clients.

This platform facilitates efficient and structured corporate financial transaction management, including transfer management, mass payment, and liquidity management services, to support fast, secure, and reliable payment and fund collection processes. With an integrated system, corporate customers can optimally manage cash flows from various accounts within a single platform.

BNIdirect cash also features a flexible and controlled approval workflow mechanism, supported by a modern and intuitive user interface (UI/UX) design. This enables companies to implement strong corporate governance and internal control principles, while ensuring ease of use for all users in accordance with their designated authorities.

To support strategic corporate decision-making, BNIdirect cash provides comprehensive and integrated financial and transaction reports, including real-time access to liquidity positions, cash balances, and cash inflows and outflows. This information assists companies in financial planning, liquidity management optimization, and continuous financial performance evaluation.

Through a deep understanding of corporate customer needs, BNIdirect cash serves as a strategic solution that supports operational efficiency, strengthening financial governance, and the sustainability and business competitiveness of the company in the digital era.

In 2025, BNIdirect cash won 3 international awards at the Digital CX Awards, The Asset Triple A Treasurise (Treasury, Trade, Supply Chain, Risk, ESG) Award, and AlphaSEA - 19th Best Financial Institution Awards 2025 in the following categories.

1. Best Wholesale /Transaction Bank for Digital CX – Indonesia - Digital CX Awards
2. Category Editors' Triple Star for New BNI Direct - The Asset Triple A Treasurise (Treasury, Trade, Supply Chain, Risk, ESG) Award
3. Best Bank for Transaction Banking in Indonesia - AlphaSEA - 19th Best Financial Institution Awards 2025.

BNIdirect API

In reaching out to various digital ecosystems, especially those that are relevant to people's current lifestyles, BNI provides open banking facilities through API services that can be accessed by various e-commerce, ride-hailing platforms, financial technology (fintech), various university startups, corporate SOEs, Ministries, etc. Digital initiatives carried out by BNI through open banking services include products, digital platfoms, and service expansion in ecosystems based on a business to business to consume (B2B2C) model. In 2025, to enhance the user experience and meet the evolving needs of customers, BNIdirect API already came with newly enhanced security capabilities and streamlined integration through:

The expansion of API services, including Software Development Kits (SDKs) and an interactive Sandbox environment featuring data automation and a comprehensive API catalog. It is a feature that enables developers to conduct independent end-to-end testing simulations with detailed request/response examples, ensuring application readiness prior to production implementation and significantly accelerating the time-to-market for digital banking services.

BNI's commitment to digital innovation through BNIdirect API was demonstrated by winning seven (7) awards in 2025 **at the Digital CX Award, The Digital Banker – Global Bank Tech Award 2025, and The Digital Banker- Global Retail Banking Innovation Awards**, winning in the following international categories:

1. Best Technology Implementation for Digital CX – Indonesia – Digital CX Award
2. Best API Initiative - Digital Banker - Global Retail Banking Innovation Awards 8
3. Best API/Open Banking Platform Provider for SME Banking - Digital Banker - Global Bank Tech Award
4. Outstanding SME Cash Management Solution by a Vendor - Digital Banker - Global Bank Tech Award
5. Outstanding SME Payments Solution by a Bank - Digital Banker - Global Bank Tech Award
6. Best API/Open Banking Platform Provider for Transaction Banking - Digital Banker - Global Bank Tech Award
7. Outstanding Payments and Collection Services Provider - Digital Banker - Global Bank Tech Award

BNIdirect supply chain

BNIdirect supply chain is a web-based digital platform utilized by Corporates (Anchors) and Corporate Partners (Suppliers/Buyers) to conduct invoice financing transactions (Supply Chain Financing) online in electronic form.

BNIdirect supply chain offers several advantages in the customer's supply chain financing process, including:

a. Transaction Integrity and Security: Maintained through the implementation of multi-layered access control mechanisms in transaction processes to mitigate the risk of unauthorized access and abuse of authority.
b. Monitoring and Real-Time Tracking: Provides ease of checking status and real-time monitoring of transactions and facility limits, supported by comprehensive reporting.
c. Transactional Efficiency: Initiation of invoice financing applications and settlements can be performed anywhere via the web-based digital platform.

The Supply Chain Financing transaction services available through BNIdirect supply chain include:

a. Supplier Financing: Financing for Corporate Partners (Suppliers) for invoices/receivables due from the Corporate, which can be paid earlier at a discount.
b. Distributor Financing: Financing for Corporate Partners (Distributors/Buyers) to settle payables to the Corporate with a tenor extension by the Bank and fees/interest charged upon settlement.
c. Receivable Financing: Financing for the Corporate (seller) against outstanding trade receivables/ invoices.
d. Payable Financing: A financing facility for the Corporate (buyer) to settle debts to Corporate Partners (Suppliers) before the due date.

Key features available in BNIdirect supply chain are as follows:

a. Flexible Automatic Payment: Flexible and automatic invoice disbursement based on dates specified by the customer.
b. Automatic Settlement: Automatic obligation settlement on the financing due date.
c. Push Notification: Transaction notifications sent to the customer's registered email address.
d. Customized Report: Provision of transaction reports tailored to customer needs.
e. Dashboard Monitoring: Monitoring of transaction activities and facility limits in a comprehensive and informative dashboard.
f. Flexible Connectivity: Integration options tailored to customer needs (Integration with File, Integration with API).
g. Real-time Disbursement: Immediate disbursement to the destination account once the approve/release process is completed.

BNIdirect fx

BNIdirect fx is a web-based digital application accessible via the internet for corporate customers to conduct non-physical foreign exchange (FX) transactions directly with BNI Treasury Dealers.

It features the following capabilities:

1. **News Feature**
   Provides up-to-date information and news regarding current foreign exchange market conditions.
2. **Real-time and Hittable FX Rates**
   Kurs valas yang ditampilkan menggambarkan harga pasar yang real pada saat aplikasi diakses dan harga yang tertera adalah harga yang dapat ditransaksikan oleh Nasabah (bukan indikasi).
3. **Trade Menu**
   Enables customers to perform buy or sell trades across various foreign currencies.
4. **Report Menu:**
   Displays the details of transactions executed by the customer.

BNIdirect receivables

BNI Receivables has come to support customer needs in managing fund receipts effectively. This service is designed to make it easier to identify partners or customers who make payments through the Virtual Account feature, which functions as a unique identification number. Every transaction made on the Virtual Account is automatically recorded and posted directly to the customer's main account, ensuring that the reconciliation process runs quickly, accurately, and seamlessly.

Through the BNI Receivables platform, customers can take advantage of various superior features, such as:

- Real-Time Payment Identification: Ensures transparency and ease of monitoring payments from partners or customers.
- Comprehensive Transaction Reports: Provides detailed reporting that can be customized to customer needs.
- Reconciliation Efficiency: Reduces manual workload and the risk of errors in recording transactions.

With high flexibility and scalability, BNI Receivables assists customers from various sectors, including corporations, educational institutions, and e-commerce, in managing cash flow efficiently.

BNIdirect trade

BNIdirect trade is an integral part of BNI's digital capabilities, enabling online trade finance transactions for the customers, including the submission and monitoring of trade transactions such as Letters of Credit (LC), Documentary Collections, and trade-related financing facilities through a web interface accessible anytime and anywhere. This service offers 24-hour access flexibility and the ability to customize user authorization workflows according to company requirements, thereby accelerating transaction settlement and supporting the customer's operational efficiency in managing both domestic and international trade.

BNI CREDIT CARD MOBILE

As well as using the Mobile Banking application, BNI credit card services can also be accessed via the BNI Credit Card Mobile application. This application makes it easy for credit card holders to receive their transaction information via their smartphone. BNI Credit Card Mobile is equipped with features such as billing information, recorded transactions, instalment conversions, bill payments and insurance registration, cash withdrawals, as well as credit limit increase application services, data updates and submission of new credit card applications. BNI Credit Card Mobile also provides information about BNI Credit Card promos and products.

E-KYC BIOMETRIC FACE RECOGNITION & LIVENESS

The use of the Biometric Face Recognition & Liveness feature as e-KYC in the digital credit card application process provides convenience, security and comfort for prospective card holders in the credit card application process.

DIGITAL CARD ISSUANCE

Digital Credit Cards can be issued to applicants who apply for BNI credit cards via digital channels, so that the card holders can use their digital credit cards to make transactions at e-commerce merchants or carry out transactions through BNI Mobile Banking.

VIRTUAL CARD NUMBER BNI CREDIT CARD

BNI Credit Card feature that is used as an alternative payment for more effective and efficient credit card transactions, and offers comfort and convenience in online transactions (card not present) with a unique virtual number as a replacement for the original credit card number that will be used on the BNI Corporate Credit Card.

QRIS SOURCE OF DOMESTIC GOVERNMENT CREDIT CARD (KKPD) FUNDS

QRIS payment feature with Domestic Government Credit Card funding sources using BNI Mobile Banking aims to facilitate operational spending and official travel of work unit, both at central and regional levels with the Government Credit Card (KKP) payment scheme whose processing is carried out through domestic principals.

CONTACTLESS FEATURES

With its Contactless features, credit card holders can make transactions easily, quickly and safely by simply holding or tapping the credit card on the EDC Contactless machine, without having to use a PIN (up to a certain nominal amount). Transactions can be made at any time by card holders at merchants showing the contactless symbol.

BNI MOBILE BANKING

BNI Mobile Banking is one of BNI's digital services to meet customer needs (customer centric) and provide convenience for customers in carrying out end-toend banking transactions, from the onboarding user process to transactions.

Currently, a variety of digital banking products and services that focus on BNI Mobile Banking have been developed, considering that BNI Mobile Banking offers customers convenience in making transactions easily, anytime and anywhere. In 2024, the development of our mobile banking platform focused on three main aspects: enhancing security, improving existing features, and optimizing services to provide the best experience for customers. This strategic initiative aligned with our commitment to maintaining user trust while ensuring that our services remain relevant, responsive, and secure amidst technological advancements and cyber threats.

BNI AGEN46

BNI Agen46 is BNI's agency service that provides the opportunity for the community to act as an extension of BNI in delivering banking services. With BNI Agen46, customers can access banking services without having to visit a branch office, eventually enhancing financial inclusion across various regions in Indonesia.

To date, BNI Agen46 offers several transaction channels that facilitate both Agen46 customers and agents in providing banking services, including Android/iOS Mobile Apps, Web, and Electronic Data Capture (EDC).

BNI Agen46 features a range of superior functionalities designed to optimally meet the needs of both customers and agents. These features accommodate account opening, cash deposits/withdrawals, fund transfers to other BNI accounts as well as interbank transfers, purchase of digital products (such as phone credit, data packages, transportation tickets), bill payments (such as PLN, PDAM, IPL, SPC), disbursement of government assistance (such as PKH, basic necessities, and subsidies), as well as referrals for other BNI products (such as People's Business Credit (KUR), BNI Wirausaha (BWU), and BNI Credit Cards).

In 2025, Agen46 introduced a range of new features designed to enhance user experience and meet evolving needs:

- **Agen46 Self Registration**: A new facility allowing the community to register as agents independently through a digital platform, without the need to visit a branch office.
- **Student Savings Account Opening**: Supporting financial literacy among the younger generation by providing easy and affordable access to savings accounts for students.
- **Incoming Remittance Feature**: Facilitating cross-border money transfers, expanding agent services to cater to customers with international transaction needs.
- **PLN Feature Update**: Offering a more convenient, fast, and accurate experience for electricity bill payments.
- **ASDP Ferizy Ticket Purchase**: Enhancing customer experience when purchasing Ferizy tickets, particularly by allowing real-time transaction status checks.
- **PELNI Ticket Purchase**: Simplifying the process for agents to serve customers needing PELNI tickets with a quick and efficient process.
- **Username Customization**: Allowing agents the flexibility to choose and customize their usernames, making it more personal.
- **Integrated Digital Complaint Handling**: Developing an integrated online complaint handling system that is easily accessible, efficient, and cost-free, facilitating BNI Agen46 in managing its operations and business.
- **Self-Promotion Media**: BNI Agen46 can design and print promotional posters and banners directly through the BNI Agen46 application to enhance the effectiveness of their local marketing efforts.
- **Security Enhancements**: Implementing the latest security systems in the BNI Agen46 application

- **Micro Insurance Purchase**: Customers can purchase BNI Life Pandai+ micro insurance through BNI Agen46 with affordable premiums for protection against accident risks.

wondr by BNI

Marking our commitment to consistently delivering modern, secure, and customer-driven mobile banking services. Through various strategic innovations, we focus on enhancing technological performance, user experience, and operational efficiency. The following are our key achievements:

1. Modernization of the Mobile Application Platform We have updated the mobile application architecture with the latest technology to improve performance, stability, and scalability. This step ensures that the application remains reliable and capable of meeting the evolving needs of customers.
2. Enhanced User Experience An intuitive interface and simplified transaction processes support user convenience. Security is prioritized with the implementation of multifactor authentication and data encryption. As a result, customer satisfaction levels have significantly increased. [ACGS B.4.1]
3. Digitalization of KYC Processes via Video Call The implementation of a video call-based KYC system facilitates users in verifying their identities without having to visit a branch, ensuring efficiency and data security in compliance with regulations.
4. Personal Finance Management (PFM) Feature We have introduced a PFM feature that helps customers manage their finances through automatic recording, transaction categorization, and AI-based financial recommendations, making the application a holistic financial solution.
5. Integration of Digital Lifestyle Our application is now integrated with lifestyle services, such as purchasing whoosh train tickets, creating a seamless experience for customers' financial and lifestyle needs.
6. Flexible Native Mobile Application Our application is designed to be compatible across various devices, offering a hyperpersonalized experience tailored to individual customer needs.
7. High Performance and Scalable Backend System The microservices architecture supports fast processing, reliable scalability, and uptime of up to 99.99%, maintaining service reliability even during activity spikes.
8. Single Sign-On for Efficient Operations The Single Sign-On (SSO) system simplifies access for operational teams, enhancing efficiency in supporting customer services.
9. Integrated Monitoring Dashboard The all-in-one dashboard provides real-time oversight of application and backend system performance, ensuring that technical issues can be addressed before impacting users.

With these innovations, we remain committed to delivering services that are relevant, secure, and integrated with customers' financial and lifestyle needs.

BNI DigiCS & DigiCS LITE

BNI DigiCS & DigiCS Lite are self-service machines that replace the activities of Customer Service (CS) officers. With BNI DigiCS & DigiCS Lite, customers can carry out CS activities independently (selfservice). The features in this service include opening an account, changing cards, unblocking debit cards, activating e-channel, resetting pins, purchasing and topping up Tapcash, and printing mutation/account history.

With the DigiCS & DigiCS Lite services, CS officers in branches can focus on CS advisory and sales activities. Besides that, this service also reduces customer waiting time. Activities can be carried out quickly, easily and safely thanks to such userfriendly technology. More details can be found at: https://digitalservices.bni.co.id.

BNI DPLK SURE

BNI DPLK SURE is an application to support the BNI DPLK business in providing convenience and solutions for managing retirement planning for BNI DPLK customers. The services provided by BNI DPLK SURE consist of account opening, deposits, claims, balance information, and fund management according to the investment package chosen by the customer. Apart from that, BNI DPLK Sure is also connected to BNI Mobile Banking, BNI ATM, and BNI Direct so that customers can make transactions anytime and anywhere. The BNI DPLK Investment Package consists of various products, namely deposits, bonds, mutual funds, sharia mutual funds, and others.

Then, apart from the main services for customers, there are other modules in DPLK Sure, such as reconciliation, integration, daily accrual modules, reporting modules to regulators and operational monitoring, which strengthen the reliability of DPLK Sure, while also meeting the requirements of regulators.

On August 8, 2025, BNI DPLK (Pension Fund) launched a new participant category, namely Post-Employment Participants, who are registered in DPLK Sure through the Post-Employment Compensation Fund (DKPK) program. DKPK is defined as income paid by an employer to employees at the end of the latters' term of employment or on termination of employment (PHK).This program differs from the existing Defined Contribution Pension Plan (PPIP) in DPLK Sure; while PPIP participants consist of corporate employees or individuals who open DPLK accounts independently, the participants of the DPLK DKPK program are the employers themselves. In this scheme, the individual employees do not hold DPLK accounts; instead, the accounts are held exclusively by the employing company.

DPLK BNI has since 2001 become a market leader in the pension fund management industry in Indonesia. As of December 31, 2025, DPLK BNI's AUM (Asset Under Management) reached IDR36.23 trillion with a total of more than 884 thousand customers, both corporate and individual.

BNI NEW Prepaid system

BNI has developed a system to support the prepaid card product business of Bank BNI, namely TapCash. Several features are already operational and available for customers, including Online Top-up for TapCash and Retry Update Balance.The Retry Update Balance feature is a standout feature within the BNI New Prepaid System, as it provides convenience for customers to ensure that their balance is successfully updated even in the event of a failure during the Update Balance process. Through this feature, customers are given up to three opportunities to tap Update Balance to ensure that the balance on their card is synchronized correctly. Furthermore, the BNI New Prepaid System is equipped with the Reversal Pending End of Day (EOD) feature. This feature is designed to provide additional protection to customers in situations where the top-up process is pending. If the balance in pending status is not updated by the end of the day, the system will automatically perform a reversal, returning the pending balance to the customer's account or the original source of funds. With this feature in place, customers can enjoy greater peace of mind as their funds are automatically restored without the need to lodge a formal complaint.

The combination of these features demonstrates the commitment of the BNI New Prepaid System to provide more reliable, secure, and user-friendly services, thereby enhancing customer satisfaction in their transactions.

BNI DPLK Website

The latest BNI DPLK website, accessible at newdplk.bni.co.id, is designed to bolster the development of DPLK (Dana Pensiun Lembaga Keuangan) business and support growth by integrating information technology, human resources, comprehensive banking products and services, and market potential. In operations since 1994 under the Pension Fund Law, the pension program of PT Bank Negara Indonesia (Persero) Tbk (BNI DPLK) is open to all segments, including civil servants, private-sector employees, SOE/ROE employees, professionals, and entrepreneurs seeking financial security in their retirement years.

The BNI DPLK website offers convenience and solutions for the retirement planning management of BNI DPLK customers. The services available on the website include the printing of digital membership cards (e-cards), data updates, balance inquiries, and fund management tailored to the customer's selected investment packages. BNI DPLK investment packages consist of various products, such as Deposits, Bonds, Mutual Funds, Sharia Mutual Funds, and others. Beyond these core customer services, the website also provides additional features such as branch map information, dashboards, balance consolidation, e-statements, and transaction history.

BNI continuously upgrades the system in an effort to consistently deliver the best experience to users. The system is engineered to enhance three key aspects: guaranteed system security, faster and more responsive performance, and new features tailored to meet the evolving needs of modern users.

BNI MERCHANT (EDC AND QRIS)

This is a mobile-based application used by BNI merchants to support their daily QRIS and EDC transactions. BNI Merchant is equipped with superior features, including same-day merchant payments, digital merchant registration, real-time transaction notifications and biometric login technology. In the future, superior features will be added, including cashier features and after sales service features.

TapcashGO

BNI TapCash is a refillable chip-based electronic money that can replace cash and used for payments at merchants in collaboration with BNI.

Here are some of the benefits of using BNI tapcash. Faster payment transactions (transactions < 2 seconds). Available for both BNI customers and non-customers. Can be topped up. No minimum transaction value. Can be transferred to any party. Does not require PIN and signature.

BI SNAP (STANDAR NASIONAL OPEN API PEMBAYARAN)

BI SNAP is a nationally applicable messaging standard, which regulates the implementation of Payment Open Application Programming Interfaces (API) to improve access and digital payment services in Indonesia.

SNAP BI aims to:
- Ensure customer data security
- Prevent misuse of personal data
- Create a healthy, competitive, and innovative payment system industry
- Promote integration, interconnection, interoperability, and security and reliability.

SNAP BI standardizes several things, such as:
- Communication protocol
- API architecture type
- Fund structure and format
- Authentication, authorization, and encryption methods
- Provisions on API access management
- Data request and response formats

Services and Networks

BNI remains steadfast in its commitment to delivering superior banking services through the synergy of innovative digital solutions and personalized face-to-face interactions, ensuring a seamless, fast, and convenient transaction experience. Throughout 2025, BNI continued to strengthen its network development and service quality through Branch Transformation initiatives, serving as a key strategic focus to address increasingly diverse customer needs. This transformation not only expands access to banking services but also drives operational efficiency and solidifies BNI's position as a leading financial institution, excelling in both service excellence and sustainable performance.

STRATEGIES AND POLICIES IN 2025

In 2025, BNI focused on branch transformation to enhance customer service through reliable e-channels and digital platforms including BNI ATM, CRM, DigiCS, wondr, and BNIdirect. This initiative aimed to drive outlet productivity growth and operational efficiency. This branch transformation was supported by:

1. Developing a superior distribution network to achieve regional business targets and increase regional market share in line with local business potential.
2. Enhancing the role of outlets as customer satisfaction oriented points of sales to increase business volume and market share.
3. Developing premises standardization and innovation to support the achievement of service targets and performance.
4. Building and strengthening risk awareness to minimize operational risk and improve the quality of operational supervision.
5. Increasing frontliner productivity to support the shifting of transactions to digital channels and the achievement of outlet targets.
6. Enhancing Regional and Branch productivity through the initiation of business improvement programs, while remaining coordinated and aligned with business improvement programs of the Segment and Product Divisions.

7. Encouraging the execution of corporate, institutional, and commercial customer value chains, as well as the execution of the Regional Business Committee, to support the achievement of outlet targets in collaboration with related divisions.

PERFORMANCE IN 2025

In 2025, BNI also implemented the New Region, Area, and Branch Model (BRAVE) in strategic regions designated as pilot projects. This initiative focused on strengthening the organizational structure at multiple levels, beginning with the optimization of Regional Offices as think tanks responsible for formulating and translating Head Office strategies into implementation plans. At the Area level, the role was strengthened as the conductor of business strategy execution, coordinating Branch Offices and Sub Branch Offices to enhance business penetration.

In line with this approach, Branch Offices and Sub Branch Offices were focused on strengthening business execution, particularly by optimizing point of sales potential. The restructuring of business processes under this new model continued to prioritize competitive advantage and operational effectiveness. As the final stage of this phase, the Company will conduct a comprehensive evaluation of the pilot results. This evaluation aims to refine the model in depth prior to rollout implementation across the Bank's nationwide network.

BNI operates an extensive and integrated operational network at both national and international levels. Domestically, the organizational structure consists of one Head Office supported by 17 Regional Offices serving as regional operational controllers. This service network is further strengthened by 197 Branch Offices and 1,579 Sub Branch Offices that serve customers across Indonesia.

To support business segment services and productive financing, BNI operates 20 Commercial Business Centers and 26 Retail Productive Business Centers, which specifically serve corporate, commercial, and retail productive customers. In addition, consumer financing processes are supported by 12 Consumer Loan Processing Centers to ensure effective and efficient retail credit services.

As part of digital transformation and the strengthening of omnichannel services, the Bank also operates 330 BNI DigiCS units and 13,391 ATMs/CRMs located across various strategic areas. The service network is further expanded through branchless banking supported by 217,013 BNI Agen46, which play a significant role in enhancing financial inclusion, including in underserved regions.

At the international level, BNI operates 6 Overseas Offices located in NewYork (USA), London (England), Seoul (South Korea), Tokyo (Japan), Hong Kong, and Singapore, which support international transactions, trade finance, and services for global customers. In addition, the Bank operates 1 Sub Branch Office in Osaka, Japan, and 1 Remittance Office in Singapore to strengthen international remittance services. The Bank's global presence is further reinforced through 2 Representative Offices located in Amsterdam, Netherlands, and Sydney, Australia, which serve as platforms for developing business networks and international cooperation.

STRATEGIES AND WORK PLANS FOR 2026

Based on periodic evaluations, BNI has identified various opportunities for improvement aligned with BNI's Corporate Plan 2024-2028. The strategic focus is directed toward enhancing business productivity and market share through a comprehensive outlet transformation. All initiatives are aligned to ensure that the outlet transformation is implemented in a focused, integrated manner, involving all relevant units in accordance with the Regional organizational design, through the establishment of the New Region, Area, and Branch Model (BRAVE).

BNI is committed to implementing the new New Region, Area, and Branch Model through the restructuring of an integrated digital distribution network. This transformation is aligned with customer journey stages and an operating model based on advisory and service to sales approaches, while taking into account the unique potential of each Point of Interest (POI) in every region. Under this model, Regions are positioned as ecosystem orchestrators that connect various business players through integrated financial solutions. A critical element of this transformation is the implementation of independent performance reporting down to the smallest unit level, whereby each outlet will have its own independent Profit and Loss Statement. In addition, process streamlining is carried out at each outlet through accelerated digitalization, the provision of online to offline solutions, and the strengthening of back-office functions to improve service efficiency.

Furthermore, in an effort to accelerate digital transformation and strengthen the transactional banking ecosystem, BNI is committed to undertaking large scale optimization of wondr by BNI as the primary channel for customers in the mass segment. Through various features oriented toward lifestyle needs and daily financial solutions, BNI aims to migrate conventional transaction activities to digital platforms in order to enhance customer engagement and transaction frequency. The wondr by BNI platform is expected not only to provide greater convenience for customers, but also to play a significant role in building a consumer behavior database that can be optimized through advanced analytics to support more precise cross selling strategies.

In line with the development of wondr by BNI, the strategy to strengthen the structure of Third Party (DPK) Funds is disciplined toward sustainable growth in CASA (Current Account Savings Account). The primary focus is placed on increasing retail counter rates to attract low cost funds from individual customers, as well as strengthening wholesale operating accounts to comprehensively manage the operational cash flows of corporate customers. This approach is strategically designed to optimize liquidity composition, thereby reducing the Cost of Fund (CoF) to a more competitive level.

Customer Experience Center

BNI established the Customer Experience Center as an integrated service hub with various strategic functions, including serving as a touchpoint, the voice of the customer, a financial advisor, a mediator with regulators, and a provider of consumer protection. One of its primary functions is to serve as a BNI touchpoint capable of delivering superior service that is fast, convenient, and accessible for customers. Through an integrated omnichannel platform, customers can access information, perform transactions, and obtain solutions for various needs and issues more efficiently. The presence of the Customer Experience Center is expected to cultivate positive perceptions of the customer journey, strengthen long-term customer relationships, and drive sustainable repetitive business growth.

Customer Experience Center services consist of:
- 24-Hour Phone Service: BNI Call 1500046 (access from within the country) or +62-21-30500046 (from abroad), 1500098 (Emerald Customers), and 1500146 (Merchant Care and Agen46).
- E-mail: bnicall@bni.co.id.
- BNI Live Chat: Chat with us di www.bni.co.id, WhatsApp 0811-588-1946, and Ask BNI at BNI Mobile Banking.
- Social Media Platform: Instagram at @bni46, Facebook at BNI, and X at @BNI & @BNICustomerCare.
- CX wondr is a video call service integrated within the wondr by BNI application, designed to assist customers who encounter issues during activation or when opening a savings account through wondr by BNI.

STRATEGIES AND POLICIES IN 2025-2028

In alignment with BNI's Corporate Plan, the Customer Experience Center is committed to maintaining and enhancing service quality, as well as supporting branch transformation, transaction growth, and market share expansion. The 2025–2028 strategy and work plan are categorized into 5 (five) key focus areas:

1. Enhancing Customer Experience features within the wondr by BNI application to facilitate seamless transactions and interactions for retail customers.
2. Enhancing Customer Experience features within the BNIdirect application to enable wholesale customers to submit complaints and track resolution status more easily, cost-effectively, and rapidly.
3. Integrating all call center contact numbers to improve customer convenience and deliver a superior Customer Experience.
4. Maintaining consistency in elevating the Customer Experience through HR competency enhancement and comprehensive people development.

5. Implementing culture transformation at BNI based on the CX 100 Danantara Index indicators through strategic initiatives, such as education and programs aligned with CX 100, to foster a new service culture and boost people productivity.

ACHIEVEMENTS IN 2025

In 2025, BNI's Customer Experience Center once again recorded remarkable achievements by securing various prestigious awards, serving as a testament to BNI's unwavering commitment to delivering superior customer service. These accolades include:

1. The Best Overall Contact Center from Bank Service Excellence Award 2025
2. The Best Call Center from Bank Service Excellence Award 2025
3. The Best Phone Banking from Bank Service Excellence Award 2025
4. The Best Social Media from Bank Service Excellence Award 2025
5. The 2nd Best Email from Bank Service Excellence Award 2025
6. Platinum Award Winner in the Best Contact Center Operation category from The Best Contact Center Indonesia 2025
7. Gold Award Winner in the Best People Development category from The Best Contact Center Indonesia 2025
8. Gold Award Winner in the Best Customer Experience category from The Best Contact Center Indonesia 2025
9. Gold Award Winner in the Best Digital Innovation category from The Best Contact Center Indonesia 2025
10. Gold Award Winner in the Best Sales Contribution category from The Best Contact Center Indonesia 2025
11. Platinum Award Winner in the Best Contact Center Manager category from The Best Contact Center Indonesia 2025
12. Silver Award Winner in the Best Social Media Agent category from The Best Contact Center Indonesia 2025
13. Bronze Award Winner in the Best Quality Assurance category from The Best Contact Center Indonesia 2025
14. Bronze Award Winner in the Best Inbound Team Leader category from The Best Contact Center Indonesia 2025
15. Bronze Award Winner in the Best Inbound Agent category from The Best Contact Center Indonesia 2025
16. Platinum Award Winner in the Best Contact Center Operation category from Contact Center Asia Pacific 2025

Furthermore, the Customer Experience Center has become a benchmark for other companies in Indonesia, solidifying BNI's position as the industry standard for Customer Experience excellence in the country.

CONSUMER PROTECTION

BNI remains steadfast in its commitment to consumer and public protection by delivering superior services and offering products that align with customer needs. This commitment is a tangible manifestation of our compliance with prevailing regulatory requirements, including OJK Regulation (POJK) No. 22 of 2023 concerning Consumer and Public Protection in the Financial Services Sector and Bank Indonesia Regulation No. 3 of 2023 concerning Consumer Protection by Bank Indonesia, as well as other relevant laws and regulations.

To this end, BNI has established a Consumer Protection Department under the Customer Experience Center Division. This department is designed to ensure that the implementation of consumer protection provides a direct and positive impact on consumers and the public. Its functions and scope include planning and execution, socialization and education on consumer protection, monitoring and evaluating protection activities, and reporting to BNI Management (the Board of Directors and Board of Commissioners) as well as regulators—the Financial Services Authority (OJK) and Bank Indonesia (BI).

BNI has established consumer protection policies through corporate guidelines that serve as a reference for all BNI personnel. These guidelines ensure that every BNI employee possesses a thorough understanding of consumer protection principles, particularly in conducting product and service activities in accordance with the provisions set by regulators, which include:

1. Product and/or service design.
2. Provision of product and/or service information.
3. Delivery of product and/or service information.
4. Marketing of products and/or services.
5. Preparation of agreements related to products and/or services.
6. Provision of services for the use of products and/or services.
7. Handling complaints and resolving disputes over products and/or services.

In implementing Consumer and Public Protection, BNI is consistently committed to ensuring that every product and/or service provided meets Consumer and Public Protection standards. This commitment is realized through the execution of assessment activities for every new product and/or service proposal. As a form of transparency regarding product and service information, BNI continues to develop the Customer Protection microsite, which includes the Summary of Product and Service Information (RIPLAY) for all BNI products and services.

BNI proactively carries out various strategic steps in implementing consumer and public protection, including socialization and education activities conducted both online and offline. These efforts aim to enhance the understanding of customers and the public regarding their rights and obligations, as well as to foster healthy and sustainable relationships between BNI and its customers.

Online socialization and education are carried out through social media Instagram and Tiktok with the account name @cxc.protection which contains educational content with themes including:
1. Safe Tips for Financial Transactions
2. Beware of Banking Crime Modes
3. Avoid Online Gambling (Judol)
4. Beware of Illegal/Fake Investment Traps
5. Introduction to Official BNI Products and Services

BNI's contribution to consumer protection extends beyond digital platforms, as evidenced by various offline socialization and education initiatives, including:
1. Consumer Protection Education for Sam Ratulangi University students in Manado, held in collaboration with the OJK.
2. Consumer Protection Education for Indonesian Migrant Workers (PMI) and Women in commemoration of Kartini Day in Jakarta, held in collaboration with the OJK.
3. Consumer Protection Education and Complaint Handling Knowledge Sharing for the staff of the Consulate General of the Republic of Indonesia (KJRI) in Hong Kong.
4. Consumer Protection Education for freshman students at the University of Indonesia (UI).
5. Piloting of the 'Pojok PeKA – Gerai CERDAS' project located at the Faculty of Economics and Business, University of Indonesia (UI). This booth serves as an educational space for students to gain a comprehensive understanding of consumer protection, ranging from personal data security and identifying fraud schemes to taking swift and appropriate action when facing digital transaction risks.

BNI's active role and contribution to the 'Pojok PeKA – Gerai CERDAS' piloting project at UI received appreciation from Bank Indonesia, recognizing BNI as a Main Supporting Provider of the CERDAS Booth under the Consumer Protection Joint Movement (Geber PK).

Data Management & Analytics

STRATEGIES AND POLICIES FOR 2025

Data Management and Analytics is a vital strategy for BNI in managing, storing, and analyzing data systematically to support business decision-making processes that are more precise, efficient, and accurate. Through optimal data management and the utilization of advanced analytical techniques, BNI is able to create a competitive advantage, enhance operational efficiency, and accelerate business innovation. This strategy serves as an essential foundation for BNI to realize its vision as a financial institution that excels in both service and performance in a sustainable manner.

In practice, the 3 (three) key strategies of the DataManagement & Analytics Division (DMA) will support BNI's business performance and keep it within regulatory compliance:

1. Development of HR capabilities through training and certification to accelerate adaptation to change, build a data-savvy culture, and improve understanding of data usage in business decision making.

2. Implementation of advanced analytics to generate quality leads that contribute to improving business performance, especially in digital channels.
3. Utilization of the latest technology and improvement in technological capabilities to provide added value for retail customers through the implementation of need-based product personalization using a recommendation system.

Throughout 2025, BNI successfully optimized data utilization to analyze business potential and leads while developing reports and dashboards that support the achievement of business targets more effectively. To enhance analytical effectiveness, BNI continues to pursue continuous improvements in data management including the modernization of reports into interactive dashboards and the strengthening of system capabilities and human capital in the field of data analytics.

Furthermore, BNI has developed Artificial Intelligence-based analysis using state-of-the-art methods to support enhancements in business performance, operations, and risk management. Various findings and insights from the analytical process are implemented through a series of priority projects within the RACE digital transformation program which plays a vital role in driving targeted and sustainable business growth across every segment.

In 2025, the DMA Division also focused on executing the following strategies:

1. Enhancing the effectiveness of analytics and leads to impact business performance across segments, products, and channels.
2. Improving data management platforms to meet various business support requirements.
3. Implementing a Data Lakehouse to support scalability in processing, storage, and data analysis for various reports, dashboards, and analytics.
4. Implementing a Metadata Management Platform to support the data governance framework and establish a single source of truth.
5. Implementing campaign management to support business growth and the centralization of leads management.
6. Implementing advanced analytics methods to provide leads, solutions, and recommendations as well as AI-based innovations as a form of value creation for the business.
7. Exploring the latest data technologies available in the market to optimize work processes within the DMA and enhance business processes.
8. Supporting the formation of a strong data culture through self-service dashboards.
9. Increasing the capabilities of human resources through development, training, and certification.

INNOVATIONS IN 2025

The DMA Division consistently pursues continuous improvements by focusing on the provision of data and analytics to support BNI's Transformation Projects. In 2025, the activity highlights of the DMA Division included:

Departemen Business Analytic

1. Implementation of Offensive and Defensive Strategies to enhance the Savings and Current Account portfolio
   The formulation of strategies to increase savings and demand deposits through several approaches, including new customer acquisition, as well as win-back and retention of existing customers, which have been implemented across all regions.
2. Implementation of the Business Banking Leads Monitoring Dashboard
   The development of a business banking leads monitoring dashboard sourced from various channels, namely BNI Connect, BNI Move, and Digisales, to evaluate the execution of the leads value chain.
3. Implementation of User Growth Enhancement for BNIdirect & wondr and Merchant Acquisition Strategy
   The formulation of strategies to increase the number of users and transaction usage of wondr and BNIdirect, as well as the acquisition of off-us merchants across all regions.
4. Optimization of war room capacity to support more effective data visualization and broader user access. This initiative is complemented by enhanced ease of use through the integration of an LDAP-based login system, which is expected to increase the number of users and facilitate easier access to and utilization of dashboards by all relevant stakeholders.
5. The development and refinement of reports designed comprehensively to meet increasingly dynamic business needs. This initiative aims to provide relevant, accurate, and easily understandable information to business stakeholders in supporting data-driven decision-making processes across all business line.
6. Support for the establishment of a strong data culture through self-service dashboards, accompanied by expanded user access, thereby encouraging comprehensive and sustainable data utilization across all work units.
7. Implementation of the Personal Data Protection Law (UU PDP)
   Support for the implementation of the Personal Data Protection Law (PDP Law), enacted on September 20, 2022, as part of BNI's compliance with government regulations. Compliance support efforts include the preparation of Records of Processing Activities (ROPA) to document the Bank's personal data processing activities, the engagement of a PDP Law consultant to assist in adopting best practice implementation, as well as knowledge sharing on PDP Law implementation readiness with BNI's subsidiaries and BNI Overseas Branches.

STRATEGIES AND WORK PLANS FOR 2026

In 2026, the DMA Division will focus on executing strategies to support business growth in alignment with the Bank's Business Plan, as follows:

1. Enhancing the effectiveness of insights and leads based on big data analytics to drive business performance and market share growth across all segments, products, and channels.
2. Improvement of data management platform for various business support needs.
3. Implementation of a Data Lakehouse to support scalability in data processing, storage, and analysis, enabling the development of various types of reports, dashboards, and analytics.
4. Implementation of a Metadata Management Platform to support the data governance framework and establish a single source of truth.
5. Implementation of campaign management and centralization of leads management to support business growth and market share expansion.
6. Implementation of advanced analytics methods to provide leads/solutions/recommendations, as well as AI-based innovation as a manifestation of value creation for business.
7. Exploration of the latest technology data in the market to optimize work processes in DMA and business processes.
8. Supporting the formation of a strong data culture through self-service dashboards.
9. Improving Human Resources (HR) capabilities through development, training and certification.

Service Quality Function

IMPROVING SERVICE QUALITY AS ONE OF THE STRATEGIES TO ENCOURAGE BNI BUSINESS ACCELERATION

Enhancing service quality remains one of BNI's primary strategies to accelerate business growth through both new customer acquisition and the strengthening of loyalty among existing customers. By delivering superior service, BNI is equipped to respond to intensifying competition within the banking industry, leverage growth opportunities in the digital era, and solidify its position as a leading market player. BNI continuously strives to create excellent service across all touchpoints to realize its vision of becoming a Financial Institution that excels in service and performance in a sustainable manner. These efforts are expected to deliver positive customer experiences, foster long-term relationships, and enhance overall satisfaction and loyalty toward BNI.

INITIATIVES AND SERVICE DEVELOPMENT STRATEGY

In line with the intensifying competition within the banking industry in 2025, BNI consistently implemented a range of initiatives and enhancement strategies to deliver added value through improved service quality that aligns with customers' needs and expectations. Throughout 2025, BNI remained focused on three main strategic priorities in service development, namely:

A. Customer Preference Enhancement
B. Improving Outlet Productivity
C. Optimizing Digital Business Processes

1. Customer Preference Enhancement

a. Delivering fast, personalized, and solution-oriented services while creating business opportunities through the enhancement of frontliner capabilities across all customer touchpoints. This strategy includes the following initiatives:

i) Frontliner Academy (FLA)

A This educational phase is mandatory for all new and existing frontliners each year and is delivered through an integrated, easily accessible learning platform. The curriculum covers both soft skills and hard skills tailored to the required competencies. The program aims to support the elevation of competency standards regarding current BNI products and services, corporate culture, and prudential principles, as well as the implementation of risk culture and anti-fraud awareness.

The FLA program consists of the following stages:

- **Basic**
  Conducted through self-learning with delivery formats including e-learning modules, post-tests, and microlearning. Frontliners receive introductory materials and general knowledge about the Company, as well as BNI products and services, accessible via the Frontliner Academy feature on the BNI Smarter platform using their respective device.

- **Intermediate**
  Participation in this stage is limited to frontliners who have successfully completed the entire Basic learning program. The training materials are tailored to each role (Customer Service Dedicated, Teller Dedicated, BNI Digital Assistant, and Frontliners as Roster). The delivery format at this stage remains similar to that of the Basic stage.

- **Advance**
  The final learning stage, conducted after participants complete the Basic and Intermediate stages. Training at this stage is divided into two sessions: Self-Learning and In-Class Training.

ii) Operational and Service Information Sharing (SIS OLA) for Branches/Outlets

A routine weekly program utilized by product owners to directly deliver and explain materials, programs, products, and promotions to all frontliners via online sessions. This program serves to accelerate information dissemination in

support of achieving business targets and to increase business potential from each visiting customer through improved service quality and product knowledge.

iii) BNI Employee Excellence for Frontliner (BEE Thematic)
A Best Frontliner selection program aimed at identifying top-performing employees in each category, including Customer Service Officers, Tellers, and Security Personnel. The selection process is conducted in stages, starting at the Branch level, followed by the Regional level, and culminating at the National level. Assessments include online competency tests, presentations, and role plays to evaluate understanding of work culture, risk culture, and BNI products and services. Winners are positioned as role models as well as part of BNI's talent pool.

iv) Fun Referral
A collaboration program with BNI Life designed to enhance selling skills, communication skills, and self-confidence among all frontliners and outlet leaders in offering BNI and BNI Life products, thereby improving business performance for both BNI and BNI Life.

v) BNI Service Agent
A Quick Win program aimed at enhancing the competencies and capabilities of frontliners who serve as service agents and role models at branches/outlets, particularly in improving and monitoring service quality.

b. Measuring and monitoring service quality performance to accelerate business growth at outlets and to serve as a medium for obtaining direct customer feedback related to business, service, and operational improvements.

i) Customer Satisfaction Survey (CSS)
A survey conducted to identify and measure the satisfaction levels of BNI's external and internal customers regarding the quality of services provided. The survey represents the voice of the customer, evaluating satisfaction based on the 7P aspects: Product, Price, Place, Promotion, People, Process, and Physical Environment, as well as employee satisfaction assessed through Coordination, Communication, and Collaboration; Work Results/Output; Work Processes; Commitment/SLA; Employees; and Data/Information Provision.

ii) Service Experience Index (SEI)
Methods for periodic and continuous measurement and monitoring of BNI's service quality encompass all Regions, Branches, and Outlets. SEI is measured through three dimensions that maintain a high degree of independence, ensuring that the results reflect the actual conditions of outlet services. These dimensions include:
1. Dimension 1: BNI Service Performance in the National Banking Industry
2. Dimension 2: Customer Experience
3. Dimension 3: People Competency

SEI also serves as one of BNI's initiatives to encourage all outlets to drive business growth through continuous improvements in service quality, while supporting the achievement of BNI's service and business targets.

iii) Branch Visit
Aktivitas melakukan kunjungan ke cabang dan outlet baik secara resmi maupun shopper dengan berperan sebagai nasabah dan melakukan transaksi perbankan untuk memastikan tingkat pemahaman petugas outlet terkait layanan dan melihat kondisi premises secara riil di lapangan.

iv) Monitoring CCTV Outlet
Monitoring of frontliner service activities through outlet CCTV recordings, conducted on a time-based or outlet-based sampling basis, to ensure services and procedures are carried out correctly and consistently.

v) BNI Service Rating
A customer feedback mechanism to measure satisfaction levels with BNI's services through ratings provided directly by customers. Assessments cover service quality delivered by Leaders, Customer Service Officers, Tellers, and Security Personnel, as well as the condition of outlet premises, which are then followed up with improvement and enhancement actions (evaluation).

2. Improving Outlet Productivity

Enhancing the capabilities of service personnel to effectively identify customer needs and deliver service-based solutions, supported by increased digital transaction adoption through transaction shifting to digital channels, as well as strengthening and optimizing automation and

digital tools to improve overall service quality. The key activities undertaken include:

a. **Selling Skills Training for Frontliners**
   Capability development programs for frontliners (Customer Service Officers and Tellers) to enable them to provide product and financial service solutions oriented toward integrated financial solutions for both personal and business customer needs. These programs are delivered through referral activities, cross-selling, and up-selling initiatives.

b. **New Channel Model**
   As part of its Corporate Transformation Program aimed at comprehensive business transformation across all aspects, BNI has established five outlet formats for Branch Offices and Sub-Branch Offices, namely Super Flagship, Business Flagship, Thematic, Digital First, and Smart Conventional. These outlet formats are determined based on location characteristics and business models used to deliver banking services, which vary depending on city tiering (Top Metro, Metro, Urban, and Rural) and transaction complexity.

   The determination of outlet formats is intended to create differentiation based on location and the specific needs of customers. Each outlet is supported by a layout adopting a zoning concept and is equipped with integrated e-channels and digital tools.

New Format Outlet:

- **Super Flagship**
  A branch office format that functions as a financial supermarket for all customers, particularly wholesale and priority banking customers. This format is characterized by a portfolio dominated by Emerald Assets Under Management (AUM) and a high number of Diamond clients, and is exclusively located in Top Metro city tiers.







- **Business Flagship**
  This outlet format has relatively complete facilities in terms of people, authority, infrastructure and can be equipped with a business lounge (according to needs), especially to support the activities of wholesale and commercial/SME customers with a high number of transactions. The Business Flagship Outlet can function as a community center for all customers, especially wholesale customers in the Top Metro, Metro and Urban city tiers.








- **Thematic**
  A sub-branch office format tailored to the surrounding lifestyle and environment, such as tourism areas (experience centers), education hubs, business districts (community centers), upscale residential areas, and hospitals. This format may also be aligned with the business scope handled under the Outlet Business Optimization (OBO) program or for serving wholesale transactions. Thematic outlets are located in Top Metro, Metro, and Urban city tier.













- **Digital First**
  An outlet format intended for sub-branch offices dominated by simple transactions that can be completed through fully equipped e-channel machines. Digital First outlets are located in Top Metro, Metro, and Urban city tiers and are typically situated in malls, stations, or airports to facilitate fast-moving customer transactions.









- **Smart Conventional**
  An outlet format applicable to both branch offices and sub-branch offices. While largely similar to existing (conventional) outlets, Smart Conventional branches are enhanced with e-channel machines and customer service flows oriented toward digital transactions. Smart Conventional outlets are located in Urban and Rural city tier.






3. Optimizing Digital Business Processes

Enhancing automation-based and self-service banking functions that can be utilized by customers and prospective customers by prioritizing digital processes through fast, reliable, and personalized services, while strengthening transaction security and customer convenience, through the following initiative:

a. Branch Digital Services

Efforts to accelerate the shifting of transactions to digital channels by providing reliable machines at outlets that enable customers and non-customers to conduct self-service transactions and access one-touch-point services that were traditionally handled by Customer Service Officers or Tellers. These services include:

i) DigiCS
A banking service machine that provides key features such as savings account opening, card replacement, and the purchase of prepaid TapCash cards. DigiCS is available at 330 branches/outlets/locations and can be used on a self-service basis by both BNI customers and non-BNI customers who visit directly (walk-in customers).

ii) DigiCS Lite
A banking service machine with features similar to DigiCS, deployed across 1,380 outlets that do not have DigiCS machines. The presence of DigiCS Lite ensures the continued availability of digital service transactions to meet customer needs.

iii) BNI SPRINT (Self Service Passbook Printer)
A machine provided at outlets for customers who wish to print savings account transaction histories using their debit cards. Printing options include passbook printing, A4 paper (bank statements), receipt paper (last 10 transactions), as well as paperless bank statement printing delivered via email registered in the system.

iv) T-Care
A cash-counting machine that enables customers to perform cash deposit transactions on a self-service basis more quickly, without queuing at the Teller.

b. Biometric Fingerprint

A tool used to verify the authenticity of customer and prospective customer identities by matching fingerprints against data maintained by the Civil Registration Authority (Disdukcapil) when conducting banking transactions at Customer Service or Teller counters. It is also used for transaction approval and authorization by supervisors. The implementation of this tool mitigates operational (fraud) risks arising from account opening, data maintenance, and transactions conducted without the customer's physical presence, as well as from the misuse of User IDs and passwords.

The biometric fingerprint module consists of:

- Enrollment (customer fingerprint capture)
- Account Opening
- Transactions
- Customer Data Maintenance
- Supervisor Authorization

As of December 31, 2025, biometric fingerprint technology has been implemented across 1,776 of 1,776 outlets, with the following details:

- 197 Branch Offices (100%)
- 1,579 Sub-Branch Offices (100%)

BNI'S ACHIEVEMENT IN OFFERING QUALITY SERVICE AT EVERY TOUCH POINT

BNI is committed to continuously maintaining and enhancing service quality across every customer touchpoint in order to create customer satisfaction and foster long-term loyalty. This effort forms an integral part of BNI's strategic initiatives to realize its vision of becoming a Financial Institution that excels in both service and performance on a sustainable basis. This commitment is reflected in the various achievements attained throughout 2025, during which BNI once again received a number of prestigious awards with strong and commendable qualifications, as outlined below:

1. The Best Conventional Bank in Service Excellence,
2. The Best Conventional Bank in Service Excellence – Contact Center,
3. The Best Conventional Bank in Excellence SMS Banking,
4. The Best Conventional Bank in Excellence Phone Banking,
5. The Best Conventional Bank in Excellence Mobile Opening Account,
6. The Best Conventional Bank in Excellence Call Center,
7. The Best Conventional Bank in Excellence Social Media,
8. The Best Conventional Bank in Excellence Public ATM,
9. The Best Conventional Bank in Excellence Branch ATM,
10. The 2nd Best Conventional Bank in Service Excellence – E-Banking,
11. The 2nd Best Conventional Bank in Service Excellence – Digital Channel,
12. The 2nd Best Conventional Bank in Excellence Mobile Banking,
13. The 2nd Best Conventional Bank in Excellence E-Mail Service
14. Regular Banking for Excellence Performance in Delivering Positive Customer Experience

This award serves as a testament to BNI's consistency in providing excellent service, understanding customer needs in depth, and continuously innovating to enhance the quality of the customer experience across all service channels.





06

CAPITAL AND RISK MANAGEMENT PRACTICES

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Capital

MANAGEMENT POLICY ON CAPITAL STRUCTURE

Capital management at BNI aims to ensure the availability of adequate capital to absorb risks, support business growth strategies, and comply with regulatory requirements. In assessing capital adequacy, BNI refers to regulations issued by the Financial Services Authority (OJK), including POJK No. 11/POJK.03/2016 on the Minimum Capital Adequacy Requirement for Commercial Banks as most recently amended by POJK No. 27 of 2022, as well as SEOJK No. 26/SEOJK.03/2016 concerning the Minimum Capital Adequacy Requirement in accordance with the bank's risk profile.

To assess the capacity of capital to absorb risks, BNI calculates the Minimum Capital Adequacy Requirement (KPMM) through the following stages:

1. BNI calculates a minimum capital requirement of 8% of total Risk-Weighted Assets (RWA) using the Standardized Approach for all types of risk, namely credit risk, market risk, and operational risk. The standardized approach applied has been aligned with the latest OJK provisions that adopt the Basel III Reforms framework, resulting in RWA calculations that are more risk-sensitive and more accurately reflect portfolio characteristics.
2. BNI calculates the KPMM in accordance with the Bank's risk profile. With a risk profile rated at level 2 (low to moderate), BNI is required to maintain a minimum Capital Adequacy Ratio (CAR) in the range of 9% to less than 10%, with BNI's KPMM standing at 9.95%.
3. BNI also calculates capital buffer requirements to anticipate potential pressures on the financial system, consisting of a Capital Conservation Buffer of 2.5% of RWA, a Countercyclical Buffer of 0%, and a Capital Surcharge for Systemically Important Banks of 1.5% of RWA. Accordingly, BNI's total minimum capital requirement as of December 31 stood at 13.95%.

In terms of capital structure, as of December 2025 BNI recorded core capital (Tier 1) of Rp155,838,208 million (bank only) and Rp... million (consolidated), as well as supplementary capital (Tier 2) of Rp7,770,421 million (bank only) and Rp... million (consolidated), with a Tier 1 CAR of 19.48% (bank only) and ...% (consolidated). As of December 31, 2025, BNI's CAR amounted to 20.70% (bank only) and ...% (consolidated), exceeding the minimum regulatory requirements, reflecting a strong capital position to support sustainable business growth and maintain the Bank's resilience.

CAPITAL STRUCTURE DETAILS

A detailed description of the capital structure is presented as follows:

Capital Structure		
Description	**2025 (Rp billion)**	**2024 (Rp billion)**
Core Capital (Tier 1)	155.838	142.043
Main Core Capital (CET 1)	145.833	132.386
Complementary Capital (Tier 2)	9.770	10.264
Total Capital Available	**165.609**	**152.307**
RWA for Credit Risk	748.284	660.200
RWA for Market Risk	11.223	14.162
RWA for Operational Risk	40.384	37.411
Total RWA	**799.891**	**711.774**
CAR ratio	20,70%	21,40%
Ratio CET 1	18,23%	18,60%
Ratio Tier 1	19,48%	19,96%
Ratio Tier 2	1,22%	1,44%
Minimum CAR Based on Risk Profile	9,95%	9,80%
CAR Minimum + Buffer	13,95%	13,80%

Risk Management Practices

In 2025, Indonesia's financial services sector continued to demonstrate strong resilience in supporting national economic stability, despite an ongoing environment of global uncertainty. Slowing global economic growth, persistent geopolitical tensions, financial market volatility, and global economic fragmentation remained key risk factors affecting the banking industry and are expected to persist over the coming years.

Amid these dynamics, Indonesia's economy remained relatively stable, supported by domestic consumption, investment, and responsive fiscal and monetary policies. Nevertheless, external risks such as commodity price fluctuations, shifts in global capital flows, and the impacts of climate change continue to require heightened vigilance and prudent risk management by the banking sector.

In response to these conditions, BNI positions risk management as a strategic element and an integral part of business decision-making to safeguard business sustainability. BNI implements integrated and forward-looking risk management to identify, measure, monitor, and control all material risks inherent in the Bank's business and operational activities. This approach enables BNI to anticipate potential risks at an early stage, maintain a balance between growth and prudence, and ensure that business expansion remains aligned with the established risk appetite and risk tolerance. Robust risk management practices play a crucial role in maintaining the Bank's financial stability, protecting the trust of customers and investors, ensuring compliance with regulatory requirements, and supporting the achievement of sustainable performance.

Alongside the accelerated digital transformation in the banking industry, BNI has also actively strengthened the management of digital risk and cybersecurity as part of its efforts to maintain operational resilience. Increased utilization of technology and digital services is balanced with enhanced information technology governance, strengthened cybersecurity capabilities, continuous threat monitoring, as well as system resilience testing and service recovery preparedness. These efforts are undertaken to ensure the reliability of banking services, protect customer data and information, and minimize potential disruptions that could affect the Bank's reputation and public trust.

In addition, BNI integrates Environmental, Social, and Governance (ESG) aspects into its risk management practices and business decision-making processes. BNI has gradually expanded sustainable financing and green portfolio management, while incorporating ESG assessments into the credit approval process and debtor evaluations in accordance with applicable policies. The integration of ESG aspects aims to manage long-term risks, including transition risks and physical risks related to climate change, while ensuring business growth that is aligned with sustainability principles. With a strong, adaptive, and integrated risk governance framework, BNI remains confident in its ability to address future challenges and create sustainable long-term value for all stakeholders.

BASIS FOR APPLICATION OF RISK MANAGEMENT

The implementation of BNI Risk Management is based on national and international regulations, including Law, Regulations of the Ministry of State-Owned Enterprises (BUMN), Regulations of the Lembaga Penjamin Simpanan (PLPS), Regulations of the Financial Services Authority (FSA), Bank Indonesia Regulations (PBI), and Basel Committee on Banking Documents Supervision (BCBS). Several regulations related to the Bank's Risk Management include:

1. Law of the Republic of Indonesia No. 4 of 2023 dated January 12, 2023 concerning Financial Sector Development and Strengthening
2. Law of the Republic of Indonesia No. 27 of 2022 dated October 17, 2022 concerning Personal Data Protection
3. Regulation of the Minister of State-Owned Enterprises (BUMN) No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises
4. Deposit Insurance Corporation (LPS) Regulation No. 2 of 2024 dated August 13, 2024 concerning Resolution Plan for Commercial Banks

5. Financial Services Authority Regulation No. 4/ POJK.03/2016 dated January 26, 2016 concerning Assessment of the Health Level of Commercial Banks
6. Financial Services Authority Regulation No. 18/ POJK.03/2016 dated March 16, 2016 concerning Implementation of Risk Management for Commercial Banks, as partially revoked by Financial Services Authority Regulation No. 13/ POJK.03/2021 dated July 30, 2021 regarding Implementation of Commercial Bank Products
7. Financial Services Authority Regulation No. 38/ POJK.03/2017 dated July 12, 2017 concerning the Implementation of Risk Management on a Consolidated Basis for Banks that Exercise Control over Subsidiaries
8. Financial Services Authority Regulation (OJK) No. 30 of 2024 dated December 19, 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies
9. Services Authority Regulation No. 11/ POJK.03/2016 concerning the Minimum Capital Adequacy Requirements of Commercial Banks as amended several times, most recently by Financial Services Authority Regulation No. 27 of 2022 dated December 26, 2022
10. Financial Services Authority RegulationNo. 5 of 2024 dated March 27, 2024 concerning Determination of Supervisory Status and Handling of Commercial Bank Problems
11. Financial Services Authority (OJK) Regulation No. 18 of 2025 dated August 8, 2025 on Transparency and Publication of Bank Reports

BANK RISK MANAGEMENT POLICY

Risk refers to the potential for losses arising from an event, whether predictable (expected) or unpredictable (unexpected), which may have an adverse impact on the Bank's financial performance, earnings, and capital.

Risk management at BNI comprises a series of methodologies and procedures designed to identify, measure, monitor, and control all risks inherent in the Bank's business activities. The implementation of risk management includes mitigation efforts to minimize potential financial and non-financial losses that may arise from products, business activities, relationships with customers and third parties, as well as the Bank's internal processes..

The Risk Management Policy is designed to ensure that risks are managed in a structured, consistent, and integrated manner, in order to safeguard the Bank's financial stability and support long-term business growth. This policy serves as the basis for determining the Bank's risk appetite, risk tolerance, and risk limits, and acts as a reference for all work units in conducting business activities in a prudent manner.

Throughout 2025, BNI maintained adequate policies, risk tolerance, and risk limits, which were periodically reviewed and received approval from the Board of Directors and/or the Board of Commissioners. BNI also implemented a continuous risk management process covering all material risk factors, supported by a Risk Management Information System to ensure the effectiveness off risk management.

The effectiveness of BNI's Risk Management Information System is reflected in the availability of accurate and timely risk information for management and regulators, support for the implementation of risk policies and limits, and the management of model risk through the Model Risk Management Framework. The system is further supported by proper documentation management and periodic system updates to ensure embedded controls and facilitate a clear and reliable audit trail.

RISK MANAGEMENT PRINCIPLES

To ensure the effective implementation of risk management, BNI adheres to the following principles:

1. **Integrated**
   Risk management is implemented comprehensively and forms an integral part of governance, strategy, and decision-making processes at all levels of the organization.
2. **Structured and Comprehensive**
   BNI applies a structured and comprehensive risk management approach to ensure risk management practices are consistent, reliable, and comparable across periods and business units.
3. **Flexible and Contextual (Customized)**
   The risk management framework and processes are tailored to the Bank's business characteristics, the complexity of its activities, and the dynamics of the internal and external environment.
4. **Inclusive**
   BNI involves relevant stakeholders in risk management to enhance risk awareness and improve the quality of decision-making.
5. **Dynamic and Responsive**
   Risk management is designed to anticipate and respond to changes in risk in a timely and proportionate manner in line with evolving business conditions.
6. **Based on Reliable Information**
   Risk management is based on relevant historical and current information, with transparent management of information limitations and uncertainties.

7. **Supported by Human Resources and Risk Culture**
   The effectiveness of risk management is strengthened through continuous enhancement of human resource competencies and the development of a consistent risk culture across the organization.
8. **Continuous Improvement**
   BNI continuously evaluates and enhances its risk management practices to keep pace with developments in business, regulation, and technology.

OBJECTIVES OF IMPLEMENTING RISK MANAGEMENT AT BNI

The implementation of Risk Management at BNI aims to ensure that all of the Bank's business activities are conducted in a prudent, measurable, and sustainable manner, grounded in the principles of Good Corporate Governance.

The implementation of Risk Management at BNI has the following objectives:

1. To manage all material risks inherent in the Bank's products, activities, and innovations so that they remain within the established risk appetite and risk tolerance.
2. To provide adequate early warning to Management regarding potential risks and future losses, enabling timely and effective mitigation measures.
3. To enhance the quality of strategic decision-making through a systematic approach based on reliable and up-to-date risk information.
4. To maintain and improve the quality of BNI's Risk Profile, both on an individual, consolidated, and integrated basis as part of the Financial Conglomerate, in accordance with regulatory requirements.
5. To ensure the adequacy and resilience of the Bank's capital in anticipating and absorbing potential losses arising from business risks.
6. To strengthen BNI's reputation, stakeholder confidence, and strategic position through the consistent application of prudence, compliance, and integrity in risk management.
7. To promote healthy and sustainable business growth and long-term value creation for shareholders and all stakeholders, supported by competent human resources and a strong risk culture.

RISK MANAGEMENT FRAMEWORK

BNI's Risk Management Framework begins with the determination of risk strategy and risk appetite that are aligned with the Bank's business strategy and objectives. This framework ensures that risk-taking activities are conducted in a measured and controlled manner to support the achievement of sustainable performance.

The implementation of Risk Management is carried out through a risk operating model that encompasses risk governance, risk management processes, risk management policies, as well as the use of adequate tools and methodologies. All of these elements are designed to ensure that risks are effectively identified, measured, monitored, and controlled across all of the Bank's business activities. The effectiveness of the implementation of the Risk Management framework is further supported by the adequacy of information technology infrastructure, the availability of competent and sufficient human resources, and the strengthening of risk awareness through the internalization of a risk culture at all levels of the organization.

Overall, BNI's Risk Management framework is illustrated in the following diagram.



1. Risk Strategy and Risk Appetite

BNI's Risk Management Strategy is formulated in a written and comprehensive manner and is aligned with the Bank's business strategy and objectives. This strategy takes into account the level of risk to be assumed (risk appetite) and the acceptable level of risk (risk tolerance) to ensure that all risk exposures are managed in a controlled manner in accordance with internal policies and applicable regulations.

The establishment of the risk management strategy aims to maintain a balance between business growth and the principle of prudence, enabling BNI to achieve its business objectives on a sustainable basis while safeguarding financial stability.

BNI's risk management strategy is long-term oriented and comprehensive in managing risks on an individual basis, on a consolidated basis with Subsidiaries, and on an integrated basis within the BNI Financial Conglomeration. The strategy is supported by adequate capital strength and appropriate allocation of resources. In formulating the strategy, BNI considers economic and industry developments, the Bank's financial condition, organizational structure and supporting infrastructure, as well as the mix and diversification of the business portfolio.

As part of this strategy, BNI establishes a corporate-level Risk Appetite Statement, which encompasses risk capacity, risk appetite, risk tolerance, and risk limits. Risk capacity reflects the Bank's maximum ability to absorb risk in line with its capital and liquidity adequacy. Risk appetite represents the level of risk the Bank is willing to accept to achieve its strategic objectives, risk tolerance defines the maximum acceptable limits, while risk limits function as control tools to ensure that risk exposures remain within the established boundaries.

Through the implementation of its risk strategy and risk appetite, BNI ensures that every business decision is made in a measured, controlled, and prudent manner, and remains aligned with the Bank's long-term objectives.

BNI Risk Appetite Statement

Risk Appetite Statement (RAS) is a written statement that describes the level and types of risk that BNI is willing to accept in order to achieve the Bank's business objectives and strategy. The RAS serves as a key guideline in decision-making to ensure alignment with the principles of prudence and the Bank's risk-bearing capacity.

BNI's RAS is formulated using both qualitative and quantitative approaches. The qualitative RAS reflects the direction of risk management, including performance targets, reputation, and compliance considerations, while the quantitative RAS is translated into measurable risk indicators (risk appetite metrics) that encompass risk appetite and risk tolerance.

Risk exposures are measured and controlled by referring to established risk measurement methodologies, defined limits, as well as capital adequacy and capital planning, ensuring that all BNI business activities are conducted in a measured and well-controlled manner.

Purpose of the Risk Appetite Statement (RAS)

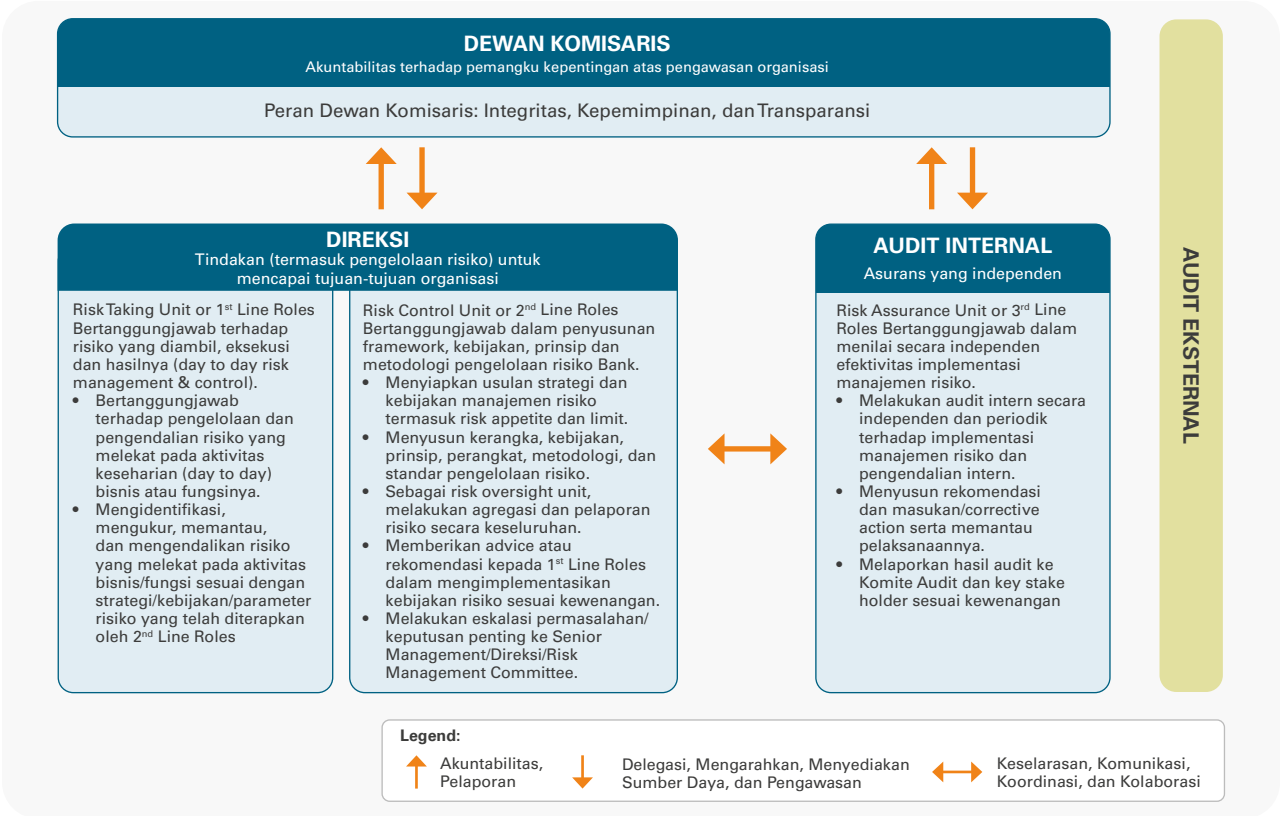
The Risk Appetite Statement (RAS) is established as a guideline for Management and employees in determining the level of risk that can be accepted to achieve the Bank's strategic objectives and business goals. The RAS ensures alignment between business strategy, risk management policies, and capital management, while also supporting more measured and consistent decision-making. The implementation of the RAS also plays a role in strengthening the risk culture across the organization through a shared understanding and consistent behavior in managing risk.

The RAS is reviewed periodically at least once a year or adjusted if there are significant changes in BNI's business conditions.

BNI determines its risk appetite and risk tolerance in alignment with the Bank's strategic objectives, which serve as a reference for the level of risk the Bank is willing to assume in achieving its business targets. The Risk Appetite Statement (RAS) of BNI for 2025 is as follows:

Jenis Risiko	Risk Appetite Statement
Permodalan	Memelihara modal sesuai dengan tingkat risiko dan di-review secara periodik
Rentabilitas	Memelihara rentabilitas secara berkesinambungan dalam jangka panjang untuk mendukung pertumbuhan permodalan dan kinerja Bank
Risiko Kredit	a. Memelihara pertumbuhan kredit yang berkualitas fokus pada sektor prioritas. Pemberian kredit kepada sektor industri dan kegiatan usaha berisiko tinggi dilakukan dengan sangat hati-hati dan selektif b. Mengelola risiko konsentrasi pada level yang menghasilkan return optimum c. Meningkatkan kualitas kredit dan efektivitas pengelolaan kredit bermasalah
Risiko Pasar	Memelihara tingkat Risiko Pasar sesuai ketentuan dengan tetap memperhatikan pencapaian target bisnis
Risiko Likuiditas	Memelihara tingkat risiko likuiditas sesuai ketentuan dengan tetap memperhatikan pencapaian target bisnis
Risiko Operasional	a. Intolerance pada internal fraud b. Integritas sepenuhnya terintegrasi ke dalam semua proses pengambilan keputusan dan perencanaan c. Bank memiliki risk appetite yang rendah atas risiko operasional sehingga perlu perbaikan terus menerus terhadap kualitas Identifikasi dan Pengendalian Risiko d. Manajemen risiko yang kuat untuk keberlangsungan layanan IT e. Menjaga implementasi proyek IT sesuai jadwal yang ditetapkan f. Business Continuity Management (BCM) yang kuat untuk meminimalkan dampak external event terhadap SDM, layanan dan aset BNI
Risiko Hukum	Meminimalisir potensi kerugian akibat permasalahan hukum dalam kegiatan usaha BNI
Risiko Stratejik	a. Menghasilkan pendapatan yang berkelanjutan dengan risiko yang terjaga b. Memelihara kecukupan permodalan berada di atas ketentuan minimum regulator dan memenuhi kebutuhan saat normal maupun krisis c. Menjaga kinerja bisnis yang berkelanjutan dengan risiko yang terjaga d. Menjaga Tingkat Kesehatan Bank minimal pada predikat Sehat
Risiko Kepatuhan	Meminimalisir secara berkelanjutan denda dari Regulator sehingga menurun dari waktu ke waktu
Risiko Reputasi	a. Memantau dan menjaga rating BNI agar tetap di level invesment grade b. Meningkatkan kepercayaan dan persepsi positif melalui Customer Journey untuk mendukung pertumbuhan bisnis

2. Risk Governance



Risk governance at BNI regulates roles and responsibilities, interrelationships among functions, and the establishment of policies to ensure that risks are managed effectively, consistently, and accountably. The implementation of risk governance is based on theThree Lines Model as an integrated risk control framework applied across the organization.

Under the Three Lines Model, the First Line consists of business units and operational functions (risk-taking units) that are directly responsible for managing risks in day-to-day activities. This line ensures that all business activities are conducted in accordance with established policies, procedures, and risk parameters.

The Second Line serves as the risk control functions, including the Risk Management Unit and the compliance function, which are responsible for developing the risk management framework, policies, methodologies, and for monitoring risks independently from business activities.The second line also provides guidance, recommendations, and risk oversight to the first line, as well as supports management decision-making.

TheThird Line is carried out by the Internal Audit function, which provides independent assurance on the effectiveness of risk management and internal controls. Internal Audit performs periodic evaluations, delivers recommendations for improvement, and monitors the follow-up of audit results in accordance with applicable regulations.

The implementation of the Three Lines Model at BNI is supported by strong internal control functions at both the Bank and Subsidiary levels, ensuring that embedded controls operate optimally.Through this risk governance structure, BNI ensures an appropriate balance between risk-taking, risk control, and oversight to support the achievement of sustainable business objectives.

3. Risk Management Process



The risk management process at BNI encompasses the identification, measurement, monitoring, and control of all risks on an ongoing basis across all material risk factors.

1) Risk Identification

BNI conducts proactive and continuous risk identification across all business activities to analyze sources of risk, the likelihood of their occurrence, and their potential impact on the Bank's performance and business sustainability.

The risk identification process is carried out comprehensively by utilizing appropriate methods and systems, supported by accurate, up-to-date, and relevant data and information. In addition, BNI performs specific risk identification for each new product and activity to ensure that all inherent risks have undergone an adequate risk management process prior to the introduction or execution of such products or activities.

2) Risk Measurement

Risk measurement is conducted to determine the magnitude of risk exposure as a basis for risk control and for the calculation of the Minimum Capital Adequacy Requirement (KPMM). Risk measurement is performed periodically across all products, portfolios, and business activities of BNI using methodologies that are aligned with the characteristics and complexity of the Bank's business activities.

As a complement, BNI also conducts stress testing under various scenarios to estimate potential losses under abnormal market conditions. Stress testing aims to assess the sensitivity of the Bank's performance to changes in risk factors and to identify potential significant impacts on BNI's portfolio.

3) Risk Monitoring

Risk monitoring is carried out on an ongoing basis to ensure that risks are managed effectively and in accordance with established policies, procedures, and risk limits. Monitoring includes evaluation of the level of risk exposure, risk tolerance, compliance with limits or thresholds, stress testing results, as well as consistency in the implementation of internal policies and procedures.

Risk monitoring is carried out on an ongoing basis to ensure that risks are managed effectively and in accordance with established policies, procedures, and risk limits. Monitoring includes evaluation of the level of risk exposure, risk tolerance, compliance with limits or thresholds, stress testing results, as well as consistency in the implementation of internal policies and procedures.

4) Risk Control

Risk control is focused on risks that have the potential to disrupt the Bank's business continuity. The risk control process is tailored to the level of risk exposure, risk appetite, risk tolerance, and applicable risk limits. Risk control systems are designed adequately and aligned with established policies and procedures.

In its implementation, hedging mechanisms and other risk mitigation measures are carried out by Operational Units in coordination with the Risk Management Unit to ensure the effectiveness of controls and protection against the Bank's risk exposures.

4. Risk Management Policy

BNI has established comprehensive Risk Management policies that serve as the primary guidelines for risk management and internal control across the Bank as well as the Financial Conglomerate. These policies include the General Risk Management Policy, the General Integrated Risk Management and Integrated Capital Policy, and the General Internal Control System Policy. All of these policies form the basis for conducting business activities with a focus on risks that are relevant and material to BNI's business operations.

To ensure effective implementation, the Risk Management policies are translated into operational Risk Management Procedures, which are used as references by all Risk Management Units in carrying out risk management activities in a consistent manner. These procedures are adequately documented to support the implementation of structured and traceable risk management.

Furthermore, the Risk Management Procedures are elaborated in greater detail into Risk Management Technical Guidelines, which govern the implementation of risk management for specific products and/or activities. The Risk Management Policies, Procedures, and Technical Guidelines are reviewed periodically and adjusted in line with regulatory developments, business dynamics, and the Bank's risk management needs.

5. Tools and Methodologies

In implementing risk management, BNI is equipped with various tools and methodologies, including the implementation of the Model Risk Management (MRM) framework as a model risk governance framework, aimed at enhancing the quality of risk management practices. The tools and methodologies that have been implemented include, but are not limited to, the following:

1)	**Credit Risk**	• Internal Rating System (IRS 2.0) is an application used to assess the credit risk exposure of each debtor. • RMTools is an application designed to improve the efficiency of the credit process through the digitalization of various processes to enable better integration and optimize the RM sales journey. • Loan Management System (LMS) is a tool for enhancing end-to-end credit digitalization to simplify and accelerate the debtor acquisition process, as well as to strengthen a more standardized underwriting process with measurable risk. • Single Integrated Monitoring (SIMON) is a debtor monitoring tool that serves as an early warning system to detect potentially problematic debtors and to monitor their action plans. • Central Limit System functions as a one-stop information system related to limits and facility grades for each debtor or debtor group.
2)	**Market Risk**	Treasury Management System (TMS) Murex is an application used for monitoring market risk.
3)	**Operational Risk**	New Periskop is a system that includes the Risk Control Self-Assessment (RCSA), Operational Risk Event (ORE), and Business Continuity Management (BCM) modules.

6. Information Technology

The implementation of Risk Management at BNI is supported by adequate Information Technology to ensure that risk management processes are carried out effectively, in an integrated manner, and on a sustainable basis. Information Technology serves as a key enabler in providing reliable tools, methodologies, and supporting systems for Risk Management, including risk data processing, risk exposure monitoring, and the timely preparation of risk reports.

The management and development of Risk Management Information Technology systems are supported by the Information Technology Work Unit SKTI), which is responsible for providing strategic direction, planning, and execution of BNI's Information Technology initiatives. SKTI ensures that IT initiatives are aligned with business and risk management needs, while also supporting system integration, infrastructure reliability, and information security.

Through strong Information Technology support, BNI is able to enhance the quality of risk management, strengthen data-driven decision-making, and ensure that risk management processes can adapt to business dynamics, technological developments, and continuously evolving regulatory requirements.

7. Human Resources (HR) and Risk Culture

One of BNI's key focus areas in enhancing the quality of Risk Management implementation is the strengthening of Human Resources (HR) and the development of a strong and sustainable risk culture. Risk culture represents the collective reflection of the values, perceptions, attitudes, and behaviors of all BNI employees in understanding and managing risk. It serves as an organizational adhesive that unifies employees' perspectives in dealing with risk, thereby significantly influencing the effectiveness of risk management implementation as well as the Bank's ability to achieve sustainable performance.

In order to enhance risk culture and risk awareness, throughout 2025 BNI implemented various risk culture initiatives and programs, including:

1. **Enhancement of Operational Risk Awareness**
   Implemented through continuous socialization activities in various forms, including educational videos, posters, Personal Computer (PC) wallpapers, internal bulletins, and risk management training conducted both online and offline.

2. **Culture Reinforcement Program**
   Continuation of the Culture Reinforcement Program based on peer learning, supported by digital engagement tools. This program aims to ensure that corporate values are consistently internalized across all levels of the organization and applied in daily activities as well as business decision-making.

3. **Enhancement of Cyber Risk Awareness**
   Conducted through periodic phishing email simulations to assess employees' level of awareness of cyber threats. Employees identified as requiring further improvement will participate in targeted training or dedicated socialization programs related to information security and cyberattack prevention.

4. **Enhancement of ESG Risk Awareness**
   Implemented through internal campaigns, including posters and appeals to reduce the consumption of bottled drinking water (AMDK), as part of strengthening awareness of Environmental, Social, and Governance (ESG) risk management.

5. **Assistance in Implementing Risk Management in Subsidiaries**
   Covering the implementation of the 2025 Risk Maturity Index (RMI) Assessment on 2024 performance, as well as ongoing assistance to improve the quality of risk management implementation in Subsidiaries.

6. **Monitoring of Risk Management Implementation at Subsidiaries**
   Carried out through site visits to Subsidiaries to ensure the effectiveness of risk management implementation and to strengthen risk culture within the BNI Financial Conglomeration.

7. **Risk Management Assistance at Overseas Branches (KLN)**
   Implemented through the delivery of Risk Pulse Analysis to all Overseas Branches as a means of risk monitoring and consistent enhancement of risk awareness across BNI's international network.

IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

BNI implements Integrated Risk Management to ensure that all risks inherent in the BNI Financial Conglomeration are managed comprehensively, consistently, and in alignment with the Group's business strategy and objectives. This integrated approach is intended to anticipate potential cross-entity risk impacts that may affect BNI's overall performance, financial stability, and business sustainability.

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INTEGRATED RISK MANAGEMENT PROCESS

As the Financial Conglomeration Parent Entity (PIKK), BNI together with all Financial Services Institutions (FSIs) that are members of the BNI Financial Conglomeration implements an Integrated Risk Management process to manage all material risks that may affect the performance, stability, and sustainability of the conglomeration as a whole. This process is carried out consistently and in alignment with applicable regulatory provisions.

1. Integrated Risk Identification

The BNI Financial Conglomeration manages ten (10) types of risks in an integrated manner, comprising Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Legal Risk, Strategic Risk, Reputational Risk, Compliance Risk, Intra-Group Transaction Risk, and Insurance Risk. Risk identification is conducted in a disciplined and structured manner using complete, accurate, and relevant data and information, in order to strengthen business resilience, enhance the quality of decision-making, and ensure the application of prudential principles and good corporate governance.

2. Integrated Risk Measurement

Integrated risk measurement is carried out through the assessment of the Integrated Risk Profile, the establishment of the Integrated Risk Appetite Statement, Integrated Risk Limits, Leading Risk Indicators of all member FSIs, Integrated Capital Adequacy Ratio (CAR/KPMM), as well as the implementation of integrated stress testing. All member entities support the timely availability of the required data. Risk measurement takes into account current conditions and adopts a forward-looking approach to more comprehensively capture potential cross-entity risks.

3. Integrated Risk Monitoring

BNI, as the PIKK, conducts Integrated Risk Monitoring based on the results of the Risk Profile assessment of each FSI, the Integrated Risk Profile, Leading Risk Indicators, the Integrated Risk Appetite Statement, Integrated Risk Limits, and Integrated Capital Adequacy Ratio.

Monitoring is performed through on-site visits and off-site reviews, with a focus on significant risks and the adequacy of risk management frameworks in each entity. To strengthen coordination and evaluation, BNI organizes the Integrated Monitoring Forum of the Financial Conglomeration as a cross-entity integrated oversight mechanism.

4. Integrated Risk Control

Integrated risk control is focused on risks that may potentially disrupt the business continuity of the BNI Financial Conglomeration. Risk control is carried out in a comprehensive and continuous manner through the establishment of integrated risk limits at the conglomeration level, by type of risk, and by each member Financial Services Institution (FSI), the determination of appropriate mitigation methods, escalation mechanisms for limit breaches, as well as follow-up actions (corrective actions) based on monitoring results and decisions of the Integrated Risk Management Committee (KMRT).

The effectiveness of integrated risk control is reviewed periodically and further strengthened through intensive coordination among risk management functions at both the parent entity and conglomeration member levels.

Through the disciplined and adaptive implementation of the Integrated Risk Management process, BNI strives to maintain business sustainability, protect stakeholder interests, and enhance the resilience of the Financial Conglomeration in addressing cross-entity risk dynamics.

POLICIES AND PROCEDURES

In implementing Integrated Risk Management, BNI as the Financial Conglomeration Holding Entity (PIKK) establishes policies and procedures that serve as guidelines for all Financial Services Institutions (LJKs) within the BNI Financial Conglomeration, to ensure that risk management is carried out consistently, in a coordinated manner, and in an integrated way.

These policies and procedures include:

1. **General Policy on Integrated Risk Management and Integrated Capital Management**
   This policy serves as the primary foundation for integrated risk and capital management at the conglomeration level, including the regulation of principles, frameworks, and cross-entity risk control approaches.

2. **Integrated Risk Management Procedures**
   These procedures are prepared as operational guidelines for the implementation of Integrated Risk Management and include, among other:
   a. Organizational arrangements, accountability, and delegation of authority levels in Integrated Risk Management;
   b. Procedures for the determination and monitoring of the Integrated Risk Appetite Statement;
   c. Procedures for the determination and management of Integrated Risk Limits;
   d. Procedures for the preparation and evaluation of the Integrated Risk Profile;
   e. Procedures for Intra-Group Transaction Risk Management;
   f. Procedures for Integrated Capital Management;
   g. Procedures for Integrated Leading Risk Indicators;
   h. Procedures for risk management of New Business Lines;
   i. Integrated Stress Testing procedures;
   j. Procedures for strengthening the Integrated Risk Culture

All Integrated Risk Management policies and procedures are reviewed periodically and adjusted in line with regulatory developments, business dynamics, and the risk profile of the BNI Financial Conglomeration, to ensure their sustained effectiveness in implementation.

IMPLEMENTATION OF BASEL FRAMEWORK

BNI consistently implements the Basel framework as part of strengthening the Bank's Risk Management and capital resilience. This implementation is carried out progressively and in alignment with regulatory requirements as well as international best practices, with the following main scope:

1. **Integration of Basel with the Bank's Strategy and Governance**
   BNI ensures that Basel implementation serves not only as regulatory compliance, but is also integrated into the Bank's governance, business strategy, and decision-making processes. The Basel framework is used as a reference to maintain a sustainable balance between business growth, risk profile, and capital resilience.

2. **Linkage between Basel, Risk Appetite, and Capital Management**
   The outcomes of Basel implementation, including ICAAP as well as the management of credit, market, liquidity, and operational risks, form the basis for determining the risk appetite, capital planning, and efficient capital allocation. Through this approach, every business decision considers its impact on the Bank's risk profile and capital adequacy.

3. **Strengthening Data Quality, Methodologies, and Supporting Systems**
   BNI continuously enhances the quality of data, methodologies, and supporting systems for risk measurement to ensure that Risk-Weighted

Assets (RWA) calculations, stress testing, and capital reporting are performed accurately, consistently, and in a timely manner. These efforts are aligned with Basel principles on risk data aggregation and risk reporting to support reliable decision-making.

4. **Application of Stress Testing as a Risk Management Tool**
   Stress testing under the Basel framework is utilized not only to meet supervisory requirements, but also as a management tool to identify potential vulnerabilities of the Bank under stress scenarios. The results of stress testing are used as inputs for strengthening capital, liquidity, and risk mitigation strategies.

5. **Active Role of the Board of Directors and the Board of Commissioners**
   The Board of Directors and the Board of Commissioners actively monitor Basel implementation through regular discussions of capital and risk indicators, including the Capital Adequacy Ratio (CAR), capital buffers, leverage ratio, Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), and stress testing results. This oversight ensures that capital policies and risk management remain aligned with the Bank's risk profile and the evolving business environment.

6. **Preparation for Strengthening Liquidity Risk Management through ILAAP**
   In line with developments in international standards, BNI is preparing for the implementation of the Internal Liquidity Adequacy Assessment Process (ILAAP) as a complement to ICAAP. ILAAP forms part of the enhancement of a more comprehensive and forward-looking liquidity risk management framework, supporting the Bank's business continuity under various conditions.

7. **Continuous Evaluation and Enhancement**
   BNI continuously evaluates and refines the implementation of Basel to ensure alignment with regulatory developments, economic conditions, and business dynamics. This approach strengthens capital resilience, enhances stakeholder confidence, and supports BNI's position as a prudent, resilient, and competitive bank.

TYPES OF RISK AND THEIR MANAGEMENT

BNI manages 8 (eight) types of risk at the Bank level and 10 (ten) types of risk at the Financial Conglomerate level. The risks managed include credit risk, market risk, liquidity risk, operational risk, legal risk, strategic risk, reputational risk, and compliance risk. At the Financial Conglomerate level, the scope of risk management is expanded to include intra-group transaction risk and insurance risk, in order to ensure that risk management is implemented in an integrated, consistent, and aligned manner across all entities within the Group.

CREDIT RISK MANAGEMENT

Credit risk is the risk of loss arising from the failure of another party to fulfill its obligations to the Bank, including credit concentration risk, counterparty credit risk, settlement risk, and country risk. This risk primarily originates from lending activities, which constitute the main exposure in BNI's business activities, in addition to securities transactions, trade finance, interbank transactions, as well as other commitments and contingencies.

Throughout 2025, the global economy remained characterized by uncertainty, although pressures in financial markets were relatively more contained compared to the previous period. Amid ongoing global risks, stable inflation and resilient domestic demand provided support to national banking activities. Under these conditions, BNI implemented selective and prudent credit growth, focusing on high-quality sectors and customers while strengthening credit risk management.

BNI's credit growth in 2025 was driven primarily by the Corporate segment, accompanied by measured growth in the Consumer segment. The credit distribution strategy emphasized a relationship-based banking approach, the selection of priority sectors, and portfolio concentration management to maintain a balance between growth and risk.

BNI's credit quality showed continuous improvement, as reflected in the declining trend of the Non-Performing Loan (NPL) ratio and the improvement in the Loan at Risk (LaR) ratio. This improvement was supported by disciplined implementation of credit risk management across the entire process, from credit acquisition and ongoing portfolio monitoring to the handling and resolution of non-performing

loans. In line with this, BNI continued to maintain adequate provisioning through sufficient coverage ratios as a precautionary measure against potential future risks.

To further strengthen end-to-end credit risk management, BNI continuously enhances its credit risk management framework through the establishment of risk acceptance criteria, the strengthening of creditworthiness analysis, and the utilization of monitoring systems and early warning systems. These efforts aim to improve the quality of decision-making, accelerate mitigation actions, and ensure the sustained resilience of BNI's credit portfolio.

Governance and Organization

BNI applies the four-eyes principle in the credit process through an approval mechanism by the Credit Committee, which involves officials from both the business units and the risk units in accordance with the established authorities. Within this structure, the business units and risk units act as the first line (risk owners), bearing responsibility for the management and control of credit risk in day-to-day operational activities.

From an organizational perspective, BNI has enhanced credit approval authority by introducing the roles of Senior Business Executive (SBX) and Senior Credit Risk Executive (SCX) across the Corporate, Enterprise, and Commercial segments, as well as within the Remedial Recovery unit. This enhancement aims to strengthen the quality of credit decision-making through a balanced representation of business and risk perspectives.

To accelerate improvements in credit quality, BNI established the Loan at Risk (LaR) Optimization Handling Team, which focuses on earlier and more intensive monitoring and management of high-risk debtors. This role is further reinforced by the Remedial Recovery Unit through the implementation of earlier remedial actions to mitigate potential increases in credit risk.

The Risk Management Work Unit, together with the Policy Governance unit, performs the second line role through the formulation of credit policies and procedures, the determination of authority limits, the development of rating and scoring systems, and the monitoring of the credit portfolio. Meanwhile, the Internal Audit Work Unit, acting as the third line, conducts oversight through immediately post reviews and sampling-based examinations to ensure that governance effectiveness, compliance, and credit quality are consistently maintained.

Policies and Procedures

BNI has established credit risk management policies and procedures to support sound credit distribution, effective risk control, and the management of non-performing loans. These policies and procedures serve as the foundation for the end-to-end credit process, while maintaining a balance between credit quality and the achievement of business targets.

As the primary guideline, BNI has implemented the Bank Credit Policy (KPB), which is determined through the Credit and Business Policy Committee Forum and approved by the Board of Commissioners. The KPB is further elaborated into the Corporate Credit Guidelines and various credit procedures tailored to specific business segments and products, including Corporate, Commercial, Small Business, Consumer, Credit Cards, Trade Finance, and Overseas Branches.

In addition, BNI has a General Risk Management Policy, which is cascaded into Credit Risk Management Procedures and Technical Guidelines, covering, among others, the regulation of credit exposure limits, internal rating and scoring systems, credit risk stress testing, Risk-Weighted Assets (RWA) calculation, and model validation. All such policies and procedures have been standardized within the Corporate Guidelines and are digitally accessible through BNI e-PP, ensuring consistent reference and implementation across all work units.

Risk Management Process

Credit risk management is applied comprehensively throughout BNI's entire credit cycle, starting from credit planning and marketing through to repayment. The implementation is carried out on an ongoing basis through the stages of strategic planning, customer understanding, portfolio management, credit processing and administration, as well as portfolio monitoring and optimization.

At the operational level, credit risk management is carried out by the Business Units and Business Risk Units through the stages of risk identification, measurement, monitoring, and control. This process is supported by debtor data verification, the use of scoring and rating systems, monitoring through early warning systems, and risk control through the establishment of limits, covenants, and other mitigation measures.

1. **Credit Risk Identification**
   Credit risk identification is conducted periodically to analyze sources and potential credit risks that may affect the achievement of the Bank's objectives, taking into account the characteristics of products and business activities. Identification is carried out at both the individual and portfolio levels.

At the individual level, credit risk identification is performed through analysis of the debtor's business prospects, financial performance, and repayment capacity. At the portfolio level, identification focuses on credit concentration risk by considering debtor-specific idiosyncratic factors as well as systematic factors such as macroeconomic conditions and market dynamics, including through industry risk analysis of priority economic sectors.

2. **Credit Risk Measurement**
   Credit risk measurement is an integral part of credit risk management to calculate risk exposure and estimate potential losses that may arise. The results of this measurement serve as the basis for credit risk control and the Bank's capital planning.

   In the credit process, BNI uses an Internal Rating System for the wholesale segment to assess and monitor changes in debtor risk profiles at an early stage. For the retail segment, BNI applies scoring systems that include application scores, behavior scores, and collection scores as tools to assess debtor quality, monitor risk, and optimize collection processes.

   To control portfolio concentration risk, BNI establishes Loan Exposure Limits (LEL) based on economic sectors and business segments, as well as Country Exposure Limits (CEL) to limit cross-border exposure. Industry risk assessment is supported by Industry Risk Ratings (IRR), standard financial ratios, and the determination of prospective economic sectors and industry risk appetite as guidelines for prudent credit expansion.

   In meeting capital adequacy requirements, BNI calculates Risk-Weighted Assets (RWA) for Credit Risk using the Standardized Approach in accordance with regulatory provisions. In addition, BNI periodically conducts credit risk stress testing to measure the sensitivity of performance and capital adequacy under stress scenarios, and to serve as the basis for mitigation measures should potential vulnerabilities be identified.

3. **Credit Risk Monitoring**
   BNI conducts continuous monitoring of credit risk across all exposures, with priority given to material risks that may result in losses. Monitoring is performed at both the individual and portfolio levels to ensure credit quality, compliance with credit covenants, adequacy of collateral, and early detection of credit migration toward non-performing categories, enabling faster and more accurate corrective actions.

   At the portfolio level, BNI monitors credit growth, asset quality, and exposure concentration against Loan Exposure Limits (LEL), the Legal Lending Limit (BMPK), counterparty limits, and Country Exposure Limits. This approach ensures that credit risk remains within the risk appetite and limits approved by the Board of Directors.

   Monitoring is reinforced by a bank-wide ecosystem of risk monitoring tools, including SIMON (Single Integrated Monitoring), BNIMove Dashboard, RM Tools (Connect), and Behavior & Collection Modelling. BNI continues to enhance its capabilities by developing a Loan Monitoring System (LMS) for both Wholesale and Retail segments, to accelerate risk-based decision-making and enable more proactive management responses.

4. **Credit Risk Control**
   BNI implements disciplined and forward-looking credit risk controls to prevent deeper losses, both at the individual exposure and portfolio levels. Control strategies include the application of collateral-based mitigation, the establishment of limits and covenants, management of concentration risk within the Bank Business Plan, as well as escalation mechanisms and corrective actions in the event of limit breaches or deterioration in credit quality.

   The effectiveness of risk controls is evaluated periodically in the Risk Management & Anti-Fraud Committee and the Risk Management Sub-Committee (KRA–RMC) as a forum for challenge, coordination of follow-up actions, and monitoring the implementation of action plans, such as the improvement of Loan at Risk (LaR) debtors, priority sectors, and highly concentrated portfolios. This ensures that each risk decision and mitigation measure has a tangible impact on maintaining credit quality stability and capital resilience.

5. **Credit Risk Management Information System**
   As a supporting pillar, BNI has a Credit Risk Management Information System to support monitoring and decision-making by the Board of Directors. The scope of the credit risk information system includes monitoring of credit portfolios and asset quality, provisioning, remedial recovery, calculation of RWA for Credit Risk,

as well as solvency stress testing and credit portfolio resilience. BNI continues to strengthen risk data aggregation, automate risk reporting, and enhance dashboard visualization based on key risk indicators.

Tools and Methodologies

BNI has established a comprehensive ecosystem for measuring and controlling credit risk, which includes rating models for the wholesale, enterprise, and commercial segments, as well as scoring systems for the productive retail segment with exposures of up to Rp10 billion. The Internal Rating System model (IRB/IRS 2.0) has incorporated Environmental, Social, and Governance (ESG) factors into its risk parameters, while credit scoring is utilized for customer selection, early warning, and optimization of the collection process.

To further enhance the quality of credit risk management, BNI has progressively strengthened its credit modeling capabilities and decision systems, particularly through the following initiatives:

- **Strengthening the Internal Rating Based (IRB) model** , along with its internal rating system structure, to improve the quality of credit decisions and portfolio resilience. These enhancements expand the use of the model as a basis for risk-based pricing and performance evaluation, as well as for more efficient and measurable credit portfolio management. Improvements to the IRB framework also reinforce early monitoring of wholesale segment debtors through early warning mechanisms, while serving as a more precise basis for provisioning calculations aligned with relevant domestic accounting standards.
- **Implementation of IDEAS (Integrated Decision & Automation System),** as a decision engine that accelerates and enhances the adaptability of credit processing. IDEAS utilizes end-to-end customer data–based credit scorecards covering the entire credit lifecycle, including pipeline insights, approval, disbursement, behavioral monitoring, and collection workflows. This system is integrated with e-LO (consumer and productive), e-Form Credit Card, a common collection framework, the Cardlink core system, and monitoring of digital transaction behavior through iCONS and mobile banking channels.
- **Industry Risk Management Tools** as guidance for credit expansion, encompassing Industry Risk Ratings (IRR), standard financial ratios, and Industry Risk Appetite (IRA). In formulating IRA, BNI incorporates Environmental, Social, and Governance (ESG) factors as additional considerations in assessing industry sector risks and prospects. This approach serves as a selectivity guardrail to ensure that credit growth remains prudent and oriented toward optimal risk–return outcomes.
- **Credit concentration tools,** to control portfolio concentration by establishing credit distribution limits aligned with risk appetite and risk tolerance, including more conservative house limits as additional mitigation against potential breaches of the Legal Lending Limit (BMPK), as well as Loan Exposure Limits (LEL) by economic sector to maintain diversification and concentration thresholds. Through this framework, BNI's credit expansion is directed toward high-quality, well-diversified sectors and borrowers, supporting healthy and sustainable growth in line with the Board of Directors' directives.
- **Periodic and ad-hoc credit risk stress testing,** conducted in accordance with supervisory needs, to assess portfolio sensitivity to macroeconomic changes such as commodity prices, interest rates, exchange rates, and potential credit shocks in priority sectors, while also preparing ex-ante strategic corrective measures.
- **Digital credit documentation through e-PAK,** which ensures embedded controls, clear data lineage, approval evidence, and a robust audit trail throughout the credit process.

Establishment of Allowance for Impairment Losses (CKPN)

The formation of BNI's Allowance for Impairment Losses (CKPN) follows the implementation of Statement of Financial Accounting Standards (PSAK) No. 109 "Financial Instruments" as an accounting standard that regulates financial instruments and is effective as of January 1, 2020. PSAK 109 requires the inclusion of information relating to past events, current conditions and estimates of future economic conditions. Projections of changes in credit losses must reflect changes in related conditions in one period. Calculation of loss recognition for future risks (Expected Credit Loss/ECL) requires forward looking estimates of Probability of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD).

In accordance with accounting requirements, the scope of financial assets assessed for calculating Expected Loss or Allowance for Impairment Losses (CKPN) based on PSAK 109 is:

a. Financial assets that are debt instruments are measured at amortized cost or measured at fair value through other comprehensive income (FVOCI) including loans and debt securities.
b. Loan commitments issued are not measured at fair value through profit or loss or Fair Value through Profit or Loss (FVTPL).

c. Financial guarantee contracts issued that are within the scope of PSAK 109 and are not measured at FVTPL.

Calculation of impairment is carried out using 2 (two) methods, namely individual or collective impairment:

a. Individual Impairment
   According to PSAK 109, ECL for individual loans is calculated using the Discounted Cash Flow method that has considered the existing forward-looking scenarios based on 3 (three) scenarios, namely reasonable, optimistic and pessimistic economic conditions.
b. Collective Impairment Collective Impairment
   Impairment with collective methodology is applied to portfolios that do not meet the criteria of individually calculated portfolios.The collective impairment calculation uses the Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD) components.

The definition of default used in calculating the Probability of Default and Loss Given Default for credit portfolios, apart from referring to regulatory regulations regarding Asset Quality Assessment for Commercial Banks and future changes, BNI also uses the definition of default, namely the number of days in arrears of more than 90 days, internal default rating, or collectibility equal to or more than 3. For non-credit portfolios, the definition of default refers to regulatory regulations regarding the assessment of Commercial Bank Asset Quality and rating assessments published by external rating agencies. Based on the general approach to calculating impairment of PSAK 109, financial assets are categorized into 3 (three) stages. Each stage shows the credit quality of the related financial assets, namely:

1. Stage 1: includes financial instruments that do not experience a significant increase in credit risk compared to the risk level at initial recognition or have low credit risk at the reporting date. For these assets, the ECL calculation will apply for a maximum of 12 months or according to the remaining tenor.
2. Stage 2: includes financial instruments that have experienced an increase in credit risk since initial recognition (except for credit risk at the reporting date which was relatively low) but experienced conditions or met the requirements for default. For these assets, the ECL calculation will apply throughout the remaining tenor or according to the expected remaining tenor. Lifetime ECL is the expected credit loss expected from all default events that may occur over the expected life of the financial instrument.
3. Stage 3: includes financial instruments that have been objectively proven to be impaired at the reporting date. This stage consists of debtors who experience default.

Probability of Default (PD)

Probability of Default (PD) is the main component in calculating CKPN and for assessing the potential default of a group of debtors based on productive asset quality indicators for each asset. To fulfill the rules and principles of PSAK 109, PD needs to be formed into a transition that has a time dimension known as PD forward looking.

PD forward looking will define the potential for default not limited to 1 (one) year but up to the longest tenor owned by the bank. Forward looking PD will be distributed in each year/month of facility tenor projections. This distribution is known as PD forward looking term structure.

The PD forward looking term structure required for CKPN calculations is adjusted to the stage at each facility. In generating PD values, BNI uses 3 (three) approaches based on the availability of portfolio data, namely the Vasicek Model, Bayesian Skalar Model (Internal Rating), andTransition Matrix Model.

Loss Given Default (LGD)

In calculating CKPN PSAK 109, the estimated Loss Given Default (LGD) value considers BNI recovery data from defaulted accounts. There are 2 (two) LGD segmentations, namely Secured LGD and Unsecured LGD. Secured LGD consists of an Appreciating Model, a Depreciating Model and a Static Model. For Unsecured LGD, it consists of the Discounted Debit Balance Difference Model. In the LGD calculation, there is a Recovery Secured component, which is a recovery that is met by collateral or the LGD portion of the collateral recovery which has been discounted according to the workout period. Unsecured recovery is recovery that comes from cash recovery that has been discounted according to the workout period. Direct Costs are direct costs that arise during the billing process or guarantee execution.

Collateral Recovery/Recovery Secured is divided into 3 (three) types, namely appreciated collateral, depreciated collateral and static collateral. Determining and managing/ changing rules to group collateral segmentation into the three types of collateral is carried out periodically.

For the Unsecured Recovery Rate calculation, the observed population is accounts that have experienced default but are still in default status until the end of the modelling cut off period and have a default age that exceeds the work out period limit.

Exposure at Default (EAD)

Exposure at Default (EAD) is an estimate of the carrying amount at the time of default, considering the cash flow of the related financial instrument, as well as the possibility of additional withdrawals from the credit limit up to the date of default. EAD also considers payment and amortization schedules as well as changes in the utilization of undrawn balances leading up to a default.

EAD modeling will be carried out based on the characteristics of the relevant financial instruments, which are divided into several categories, namely installment credit, revolving credit, trade finance products and treasury.

Some facilities will be subject to a credit conversion factor (CCF) rate in their EAD term structure. CCF will be imposed on facilities that have the following criteria:

1. Has a withdrawal allowance that can be used again if the principal payment is made.
2. The credit disbursement mechanism can be carried out without going through a credit risk analysis mechanism.

Expected Credit Loss (ECL)

In general, CKPN is measured by the lifetime Expected Credit Loss (ECL) value, if there has been a significant increase in credit risk since initial recognition. If at the reporting date, there has been no significant increase in credit risk since initial recognition, then the CKPN measurement of financial assets is carried out at a maximum ECL of 12 months.

MARKET RISK MANAGEMENT

Market risk at BNI arises from balance sheet positions, off-balance sheet accounts, and derivative transactions, including the risk of changes in option prices. As a commercial bank, BNI does not engage in equity (stock) and commodity transactions in the trading book. Accordingly, exposure to such risks only arises in the context of consolidated and integrated market risk management together with its subsidiaries.

Market risk exposure in the Trading Book predominantly originates from treasury activities, both domestically and through Overseas Branches. Meanwhile, market risk in the Banking Book mainly consists of Interest Rate Risk in the Banking Book (IRRBB) and Net Open Position (NOP/foreign exchange risk), which stem from the Bank's overall balance sheet activities. All exposures are monitored and managed in a prudent, measured, and sustainable manner to safeguard earnings stability and capital resilience.

Governance and Organization

In managing market risk, BNI applies a clear segregation of treasury functions into the front office, middle office, and back office to ensure independence and mutual control throughout the process. The front office carries out trading activities and business target achievement, while also acting as the first line of defense (risk owner) with the responsibility to keep exposures within the approved risk appetite and limits. The middle office performs independent risk monitoring and control, including fair value checks, compliance with limit utilization, and detection of indications of off-market transactions. The back office is responsible for transaction confirmation, booking, and settlement to ensure certainty and integrity of execution.

From the second line perspective, the Enterprise Risk Management (ERM) Division provides strategic oversight over the effectiveness of the market risk framework, methodologies, and controls. ERM monitors market risk and compliance with risk limits, including market risk limits, authority limits, and counterparty limits; validates fixing prices; reviews price fairness of treasury transactions; investigates potential off-market transactions; and reviews limit utilization. Oversight by the Board of Directors over market risk is conducted through key forums at the Board level, including the KRA-RMC, to ensure that treasury business direction remains prudent, diversified, and sustainable, in line with the Bank's capital resilience and growth strategy.

Policies and Procedures

To support healthy and prudent business growth, BNI has established a Market Risk Corporate Guideline (PP) that governs governance arrangements, methodologies, measurement models, and market risk controls, including those related to treasury activities and international business. This guideline serves as an operational reference for business units to ensure that exposures remain measurable and within the Bank's risk appetite.

To ensure that the implementation of market risk management is effective and independent, these policies and procedures are reviewed and updated

periodically by the Enterprise Risk Management (ERM) Division. This process is intended to maintain consistent, adaptive, and data-driven application of market risk management, in alignment with the Bank's overall strategy.

Risk Management Process

The market risk management process at BNI covers the identification, measurement, monitoring, and control of material market risk exposures.

1. **Market Risk Identification**
   Market risk identification is conducted proactively in accordance with the characteristics of the Bank's business activities, with the primary objectives to:
   a. identify products and transactions that carry market risk exposure;
   b. classify risks based on their main risk drivers, such as interest rate sensitivity, foreign exchange movements, and the characteristics of derivative instruments; and
   c. establish a foundation for risk measurement and control that is aligned with the Bank's risk appetite.

2. **Market Risk Measurement**
   Market risk measurement at BNI is performed on a regular basis for both the Trading Book and the Banking Book portfolios that have market risk exposure. For the purpose of meeting the Minimum Capital Adequacy Requirement (KPMM) for Market Risk, BNI applies the Standardized Approach in accordance with regulatory provisions, which includes the measurement of interest rate risk and foreign exchange risk, covering both domestic treasury activities and Overseas Branches. This framework reflects the prudential principle of capital adequacy based on market risk exposure.

   For internal management and decision-making purposes, BNI also uses Value at Risk (VaR) as a tool to measure the maximum potential loss under normal market conditions. This is complemented by sensitivity measurements such as DV01 (per 1 basis point) for securities portfolios and delta for option transactions. This approach is consistent with forward-looking market risk measurement practices, based on best available data, and serves as the basis for limit evaluation, mitigation strategies, and risk-based pricing in treasury portfolios.

   BNI applies mark-to-market valuation for actively traded instruments and uses fair values from independent sources for less liquid instruments. All VaR exposures are monitored on a daily basis, with weekly and monthly reporting to Management, including monitoring of interest rate risk in the Banking Book through the IRRBB perspective (economic value and earnings sensitivity to interest rate movements). Through this disciplined and tiered measurement framework, BNI ensures that market risk remains measurable, controlled, and aligned with strategic direction to maintain earnings stability and capital resilience on a sustainable basis.

3. **Market Risk Monitoring**
   Market risk monitoring at BNI is conducted on a regular basis to ensure that exposures remain measurable and to provide a basis for timely management responses to changing market conditions. This process includes:
   (1) monitoring all portfolios that are exposed to market risk;
   (2) monitoring compliance of actual risk exposure against approved limits; and
   (3) formulating follow-up recommendations in the event of limit breaches or early warning signals of increasing risk.

   In the Banking Book, BNI monitors key indicators in accordance with regulatory requirements, particularly the Net Open Position (NOP/PDN) for foreign exchange risk and interest rate sensitivity to economic value and earnings (interest rate risk gap), including for Overseas Branch portfolios. The results of monitoring and related recommendations are reported periodically to Management through strategic forums such as the Risk Management & Anti-Fraud Committee (KRA-RMC) and other committee meetings at the Board of Directors level.

4. **Market Risk Control**
   Market risk control at BNI is implemented to ensure that potential losses remain measurable through the establishment of risk limits for the Treasury Division and Overseas Branches, including:
   a. **Value at Risk (VaR) Limit,** which sets the maximum potential loss under normal market conditions for a specified time horizon and confidence level.
   b. **Stress VaR (SVaR) Limit,** an additional measure to limit potential losses during stressed market conditions.
   c. **Budget Loss Limit,** which defines the tolerance threshold for realized losses from business transactions.
   d. **Management Action Trigger (MAT), an early warning threshold that prompts management action when losses approach tolerated limits**.
   e. **Limit Pembelian Surat Berharga,** which restricts concentration in corporate securities purchases based on rating and currency.

f. **IRRBB Limit (NII & EVE),** which set limits on interest rate risk in the Banking Book measured through sensitivity to Net Interest Income (NII) and Economic Value of Equity (EVE).
g. **Nominal Open Position Limit,** which limits the nominal open positions that dealers may manage.
h. **DV01 Limit,** which caps price sensitivity of financial instruments to a 1 bps change in interest rates.
i. **Delta Option Limit,** which restricts the sensitivity of option values to changes in the underlying asset price..
j. **Internal NOP/FX Limit,** which sets the maximum level for managing net open foreign exchange positions, both in absolute nominal terms and open position ratios.

5. **Market Risk Management Information System**
The Market Risk Management Information System at BNI supports the entire market risk cycle, from identification to control of material exposures. The system is built on periodic risk quantification and serves as the primary source of risk reporting for the Board of Directors and the Board of Commissioners.

The system provides daily, weekly, and monthly monitoring of exposure and limit compliance (VaR, SVaR, DV01, NOP/FX), stress testing results, and Market Risk RWA calculations for capital adequacy reporting. This ensures that risk data are accurate, consistent, and actionable, enabling treasury decisions to remain prudent, responsive, and aligned with the Bank's overall strategy.

Tools and Methods

In order to increase market risk capabilities, monitoring support tools have been developed that can improve the quality and accuracy of monitoring results, including the following:

a. In accordance with regulatory provisions, BNI measures the impact of changes in interest rates in the Banking Book (Interest Rate Risk in the Banking Book/IRRBB). The calculation method is carried out using 2 (two) approaches, namely the Net Interest Income (NII) method and the Economic Value of Equity (EVE) method. BNI carried out an interest rate shock simulation with 6 (six) scenarios according to Basel and looked at the impact on BNI's profitability and capital. By considering the complexity of the data, products and models used, an IRRBB calculation application has now been developed so that the results obtained are expected to be more accurate.
b. The Off Market Price Limit monitoring application is an application to monitor the fairness of transaction prices (likely and reasonable), namely in accordance with the range of daily fluctuations in market rates/prices (expected daily fluctuations possible) at that time.
c. The transaction authority limit monitoring application is an application for monitoring Transaction Limit (Deal Ticket Size), Position Limit, and Stop Loss Limit (Budget Loss Limit).
d. Credit Counterparty Limit monitoring application where there is development of Forex Counterparty Limit calculations using the Credit Conversion Factor (FKK).
e. The Value at Risk (VaR) monitoring application for (HO) and Overseas Offices (KLN).

The measures taken to strengthen market risk management in response to changing economic conditions throughout 2025 included actively monitoring movements in market factors that could potentially impact the Bank. The Bank monitored market indicators through the Forex Early Warning Signal and Interest Rate Warning Signal tools.

To determine the potential impact of changes in internal and external conditions on the bank, Scenario Analysis and Stress Testing have been carried out periodically and incidentally. Periodic Stress Testing uses scenarios that refer to Regulatory provisions and the Bank's internal scenarios. Incidental Stress Testing Scenarios and Scenario Analysis adjust the conditions of macroeconomic factors and market factors at that time. Each Foreign Office also carries out Stress Testing in accordance with internal regulations and local Regulatory regulations. The results of the stress testing are used to prepare a Contingency Plan so that risks that occur can still be mitigated and managed well.

LIQUIDITY RISK MANAGEMENT

Liquidity risk at BNI encompasses the potential inability of the Bank to meet its short-term obligations to depositors, investors, and creditors, as well as to fulfill the Statutory Reserve Requirement, which may be triggered by limited access to funding or constraints in liquidating assets at fair value. Liquidity risk management aims to maintain adequate cash flows and strengthen the structural liquidity of the balance sheet to support healthy and sustainable long-term growth.

The main sources of liquidity risk triggers anticipated by the Bank include:

1. limitations in cash inflows from earning assets and/or asset sales, including liquid assets; and
2. disruptions in cash inflows from fund raising, interbank transactions, and borrowings received.

Identification and monitoring of these triggers are conducted on a periodic basis to ensure that liquidity conditions remain manageable and within the Bank's risk appetite.

Governance and Organization

Liquidity risk governance at BNI is carried out by the Enterprise Risk Management (ERM) Division, the Treasury Division (TRS), and Overseas Offices, with clear and complementary segregation of roles. ERM formulates policies and procedures as strategic guidelines, while TRS and Overseas Offices execute liquidity strategies, including cash flow management and the placement of liquidity buffers.

As a second line of oversight, ERM conducts periodic monitoring of the implementation of TRS's liquidity strategies—particularly compliance with limits and early warning indicators—to ensure that liquidity conditions remain measurable and well controlled.

Policies and Procedures

Liquidity Risk Policies and Procedures at BNI are structured in a tiered manner. The Bank has a General Risk Management Policy, which is further elaborated into Liquidity Risk Management Procedures as operational guidelines, covering the following aspects:

1. Availability of Liquid Instruments: Cash, Statutory Reserves (Giro Wajib Minimum/GWM), Secondary Reserves (Liquidity Reserves), Tertiary Reserves, Liquidity Early Warning Signals (EWS), and Liquidity Contingency Plans for both Head Office and Overseas Offices.
2. Liquidity Risk Measurement: Projected Cash Flow Liquidity Ratios, Maturity Profiles, Liquidity Adequacy Ratios, and Liquidity Stress Testing.
3. Calculation of the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).
4. Liquidity Risk Monitoring.
5. Liquidity Risk Control.
6. Liquidity Limit Setting: Regional and bank-wide cash ceilings, safety level limits, maturity profile limits, and foreign currency credit restriction limits based on the availability of foreign currency liquidity.

Risk Management Process

Liquidity risk management aims to minimize the possibility of the Bank's inability to obtain cash flow funding sources, and build the structural liquidity strength of the bank's balance sheet to support sustainable long-term growth.

1. **Liquidity Risk Identification**
   BNI identifies liquidity risk by gathering and analyzing all sources of liquidity risk inherent in its business activities, products, and transactions. Every activity and product is assessed to ensure that liquidity risks have been identified, accurately measured, and can be managed and controlled using appropriate methods.

2. **Liquidity Risk Measurement**
   BNI measures liquidity risk through various primary measurement tools, which include:
   a. Liquidity Ratios, including the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR);
   b. Maturity Profiles and Cash Flow Projections to assess liquidity adequacy across various time horizons;
   c. Liquidity Stress Testing to evaluate the impact of adverse market conditions on the Bank's cash flow.

3. **Liquidity Risk Monitoring**
   BNI conducts regular liquidity monitoring to ensure that risk exposure remains within safe limits and supports the stability of the Bank's balance sheet. The scope of monitoring includes:
   a. Monitoring liquidity risk exposure across all material products and activities.
   b. Monitoring internal limit compliance by comparing actual figures against established limits.
   c. Monitoring Early Warning Signals (EWS) as an early detection mechanism for potential liquidity pressure.
   d. Liquidity reporting to management and regulators on a regular basis (daily, weekly, and monthly) to ensure a prompt and measured risk response.
   e. Monitoring the adequacy of tiered liquidity reserves, which include: * Primary Reserve: Cash and Statutory Reserves (Giro Wajib Minimum). * Secondary Reserve: High-Quality Liquid Assets (HQLA). * Tertiary Reserve: Additional buffers to strengthen the Bank's resilience under various market conditions.

4. **Liquidity Risk Controlling**
   As part of strengthening balance sheet resilience and protecting against potential funding disruptions, BNI establishes and manages internal liquidity limits in a disciplined and adaptive manner.

The primary components of this control include:

a. Establishment of BNI-Wide Cash Caps as the optimal limit for maintaining Rupiah and foreign currency cash balances, which are reviewed semi-annually.
b. Establishment of a Minimum Secondary Reserve based on Safety Levels, taking into account Third-Party Fund (DPK) volatility and the liquidation capability of liquid assets, with limits adjusted according to liquidity conditions (normal, moderate, and tight).
c. Establishment of Cumulative Liquidity Maturity Gap Limits for up to 1 (one) month, managed separately for Rupiah and foreign currencies.
d. Selective Control of Foreign Currency Credit Expansion by limiting the maximum distribution of foreign currency funds for onshore, offshore, and local loans, while continuing to consider the availability of stable and high-quality funding sources.
e. Evaluation of Risk Mitigation Effectiveness and corrective action escalation mechanisms in the event of limit breaches or market dynamics that pressure the Bank's liquidity position. This approach ensures that liquidity risk management remains prudent, adaptive, and aligned with BNI's sustainable growth strategy.

5. **Liquidity Risk Management Information System**
   Liquidity Risk Management Information System at BNI serves as the primary support system for implementing risk management, covering the integrated processes of identification, measurement, monitoring, and control of liquidity risk.

   This system provides information on liquidity conditions in both normal and crisis situations, which is presented in the form of daily, weekly, and monthly reports to management and regulators. The scope of information generated includes comparisons of liquidity parameters against internal limits, as well as the results of liquidity stress testing as part of monitoring the Bank's funding resilience and adequacy of liquidity buffers.

Tools and Methods

In managing liquidity risk, BNI uses daily cash flow projections and monthly maturity profiles, both contractually and behaviorally, in order to determine appropriate and accurate strategies to anticipate the bank's liquidity conditions in the future.

Liquidity Early Warning Signal (EWS)

Early warning indicators are described in internal and external indicators for normal conditions, moderate conditions or tight conditions for both Rupiah and foreign currency. Internal indicators used include trends in customer funds, dominant customer concentration, and bank liquidity ratios. External indicators used include interest rate trends BI Rate, INDONIA, SOFR TERM, Outstanding Liquidity in the Market (Market Net Liquidity) and Fed Fund Rate (FFR).

Determining bank liquidity in Normal, Moderate or Tight conditions is a reference in determining the Safety Level (liquidity reserve limit) that must be provided by the bank. Furthermore, the determination of liquidity conditions will become a guide in the Liquidity Contingency Plan (LCP), namely a set of guidelines in tight liquidity conditions which include but are not limited to alternative strategic steps.

Liquidity Stress Testing

BNI conducts regular liquidity stress testing to assess the Bank's resilience under crisis conditions. The testing is performed using two primary scenarios:

1. Idiosyncratic Scenario, Simulates liquidity pressure resulting from a decline in depositor or investor confidence in the Bank. This scenario assumes a significant outflow of funds triggered by issues specific to the Bank's internal situation.
2. Market Wide Scenario, Simulates liquidity disruptions caused by stressed market conditions or financial system instability, including extreme volatility, interbank funding disruptions, or macroeconomic shocks that have a broad impact on the financial sector.

The results of these stress tests serve as the basis for developing the Contingency Funding Plan (CFP) and the general Funding Plan. This ensures the adequacy of liquid buffers, a rapid mitigation response, and the continuity of the Bank's operations under various stress conditions.

Liquidity Adequacy Ratio

BNI maintains liquidity resilience through two primary ratios: the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR). Liquidity Coverage Ratio (LCR) The LCR is managed by maintaining High-Quality Liquid Assets (HQLA) to ensure that liquidity needs for a 30-day period are met under a stress scenario. BNI maintains an LCR above 100%, both at the Bank-only level and on a consolidated basis with subsidiaries, supporting a rapid and measured liquidity response.

Net Stable Funding Ratio (NSFR) For long-term resilience, BNI manages the NSFR by ensuring the availability of Available Stable Funding (ASF) against Required Stable Funding (RSF). BNI maintains an NSFR above 100% at both the individual and consolidated levels. This indicator reflects BNI's commitment to maintaining adequate liquid buffers and funding sustainability amidst macroeconomic dynamics.

OPERATIONAL RISK MANAGEMENT

Operational Risk occurs due to inadequacy or ineffective internal processes, human error, system failure, or external disturbances that affect the Bank's operations. Operational Risk Events are risk events that are inherent in every business and operational process carried out by the Bank that may trigger further risks such as Reputation Risk, Legal Risk, Compliance Risk and other risks if not managed properly.

Policies and Procedures

In order to implement operational risk management, BNI refers to the regulations of the Financial Services Authority, Bank Indonesia, and International Best Practices. BNI also has operational risk management procedures that are developed and evaluated periodically to offer guidelines for all work units in implementing the Bank's agreed operational risk management framework. The Operational Risk Management Strategy is formulated in accordance with the overall business strategy and objectives with due consideration of the level of risk risk appetite and risk tolerance.

Governance and Organization

The governance of operational risk management is implemented based on the Three Lines Model, which separates Operational Work Units (Risk Taking Unit) as the Risk and Control Owner from independent Risk Management Work Unit and the Internal Audit Work Unit. The Operational Work Unit, in the context of operational risk, partners with the Senior Operational Risk Executive (SORX) to mitigate risks faced in their respective coverage areas or sectors. The Risk Management Work Unit is responsible for monitoring risks and providing policies/procedures related to risk management as well as reviewing new bank products. The Internal Audit Work Unit is tasked with ensuring the effectiveness of risk management and internal controls.

Risk Management Process

BNI conducts a Risk Control Self-Assessment (RCSA) process, which is an identification, measurement, monitoring, and control process for operational risks carried out periodically through self-assessment by all work units, aimed at identifying potential control weaknesses so that risks can be mitigated as early as possible. In the risk identification process, an operational risk taxonomy has been established as a reference for mapping all existing risks, making identification more granular and enabling more focused follow-up and prioritization.

The RCSA process, using the Process, Risk, Control, and Monitoring (PRCM) approach, serves as the basis for Control Testing (CT) by SORX to identify the Control Improvement Plan (CIP) or necessary control improvements. In addition to being sourced from RCSA activities, CIP can also arise from follow-up on operational risk events and other identification processes. This aims to ensure that control improvements and enhancements are carried out continuously and reflect a strong risk culture.

Regarding operational risk events, BNI establishes mechanisms for identifying operational risk events, recording, reporting, and analyzing existing events through the Operational Risk Event (ORE) Management procedure. ORE serves as a means to analyze root causes and develop necessary follow-up actions through preventive measures and required remediation actions. Additionally, BNI has an operational risk reporting mechanism used as a consideration in making strategic decisions and escalated to Management, providing them with timely information on operational risk events along with follow-up actions.

In calculating the Minimum Capital for Operational Risk and Risk-Weighted Assets (RWA) for Operational Risk, BNI uses the Standard Approach in accordance with the regulations from the Financial Services Authority (OJK), which is used as one of the elements in measuring capital adequacy (Capital Adequacy Ratio).

The operational risk management process requires organizational support with a clear understanding of tasks and responsibilities comprehensively understood by all work units. Check & Balance occurs within the organization so that the operational risk management process can proceed as planned.

The use and application of information technology can support the operational risk management process, where the complexity of the bank, process automation, and control process automation can maximize risk mitigation efforts. Additionally, integrated data for operational risk can produce complete and accurate information that can be used in operational risk management and as supporting data in decision-making by management. To meet these needs, BNI has developed an Operational Risk Management System (ORMS) named New PERISKOP (Operational Risk Device).

The most important and fundamental foundation in operational risk management at BNI is a strong risk culture, appropriate employee behavior regarding risk & control, and the right mindset towards risk management. With these aspects fulfilled, the risk management process can operate effectively, where the frontline facing risks can optimally mitigate risks, complemented by other methodologies, ensuring that risk management efforts are maximally beneficial. Efforts to enhance the operational risk culture are carried out through various risk awareness programs delivered consistently, continuously, and focused through various media such as bulletins, posters, PC wallpapers, videos, etc.

BUSINESS CONTINUITY MANAGEMENT

BNI has in place and implements Business Continuity Management (BCM) across all of its business units, both domestically and internationally, to anticipate potential disruptions or disasters that may be caused by natural and/or non-natural factors, as well as human factors, to BNI's critical business functions.

The implementation of this policy aligns with the provisions set forth by regulators. For overseas offices, the BCM framework is implemented in accordance with local BCM regulations.

BNI has a BCM Framework that is integrated with the Bank's overall risk management policy and expected to minimize operational risks and ensure that BNI's business activities and services can continue to run during emergencies or disasters and can be restored immediately at the earliest opportunity. One part of this framework is the establishment of a methodology for identifying critical business processes (Business Impact Analysis - BIA), assessing potential risks and threats (Threat Risk Assessment - TRA), creating an emergency response plan (Emergency Response Plan - ERP), and developing a Recovery Strategy.

The framework also regulates the formation of an Emergency Task Force (ETF) in each work unit to handle emergency situations and a Crisis Management Team (CMT) consisting of a combination of work units that work according to their expertise in handling crises.

BCM governance also ensures that BCM testing and simulation processes are carried out and that BCM documents are updated regularly. This ensures that each unit can evaluate the established plans, improve them, and increase their readiness in facing disasters or crises.

INFORMATION TECHNOLOGY (IT) & DIGITAL RISK MANAGEMENT

In line with the development of banking business innovation that prioritizes platform-based and fully digital through the development of advanced digital capabilities with data-based business models, the Bank is strengthening risk management, especially related to digital risks, as well as increasing cyber resilience through strengthening cyber security. Standards for implementing digital risk management and cyber security are also equipped with robustness and cyber security testing, and are supported by effective reporting on the implementation of digital risk management and cyber security so as to create effective, efficient and safe services.

Governance and Policy

Tata kelola Manajemen Risiko TI & Digital mencakup kerangka kerja, kebijakan, proses, dan struktur yang memastikan pengelolaan risiko TI & Digital selaras dengan tujuan bisnis atau organisasi, mengoptimalkan nilai dari investasi teknologi, memastikan kepatuhan, dan mengarahkan pengambilan keputusan terkait teknologi secara efektif, efisien, dan bertanggung jawab. Tata kelola manajemen risiko TI & Digital mengelola integrasi strategi TI dengan strategi bisnis untuk mendorong pertumbuhan dan keberlanjutan di era digital dengan mempertimbangkan risiko.

Digital risk management and cyber security strategies are implemented within an effective and comprehensive governance corridor, thereby creating risk management that is proactive and forward looking. The implementation of risk management governance at BNI is carried out through the General Risk Management Policy (KUMR), framework and procedures which are applied consistently and continuously in accordance with regulatory provisions.

Implementation of risk management governance based on People, Process and Technology, is the main foundation for implementing digital risk management and cyber security for the Bank in meeting customer expectations, stakeholders and regulators. Digital risk management is carried out on 9 (nine) digital risk classifications, namely:

1. Technology risk is the risk of using or relying on technology, such as system design weaknesses, hardware and software failures, misconfiguration, and others.
2. Cybersecurity Risk is the risk of cyber-attack threats to digital business, identification and response to cyber incidents.
3. Information & data privacy risk is the risk resulting from limited information security in the use, processing, storage, and transmission of information, as well as potential privacy violations and data leaks.
4. Third Party Digital Risk is the risk of cyber vulnerabilities and weaknesses in information security due to the cooperation of third parties and external parties who have access to the Bank's infrastructure or data.
5. Workforce/ Digital Talent Risk is the risk resulting from the lack of IT & Digital skill sets among the workforce (employees, vendors, or outsourced personnel), as well as risks related to flexible working models (any device, anywhere, anytime) that affect privacy, compliance, authentication, access, and others.
6. Process Automation Risk is the risk of digital automation process on the development of digital transformation.
7. Resiliency Risk is the risk of resilience in operations and infrastructure when growing increasingly digital.
8. Digital Compliance risk is the risk of non-compliance with regulatory changes, the unavailability of provisions, or failure to implement applicable standards/regulations from the implementation of IT & Digital-based business models.
9. Cloud Related Risk is the risk of cloud-based security, by maintaining visibility of the security of the use of cloud services and security of the Cloud Service Provider (CSP).

Risk Management Process

In managing IT & Digital Risk, BNI implements a comprehensive risk management framework to identify, measure, monitor, and control digital business risks. This includes identifying inherent risks in digital services, measuring and implementing controls, monitoring the application of controls and IT & Digital risk management processes, and strategically controlling IT & Digital residual risks.

The IT & Digital risk management process ensures the fulfillment of the principles of confidentiality, integrity, authentication, availability, and non-repudiation. The breakdown of the IT & Digital risk management process is as follows:

1. **Digital Risk Identification**
   Risk identification is conducted proactively across all digital activities, processes, and products by:
   a. Identifying at-risk assets, including information assets, systems, human resources, and company frameworks/guidelines.
   b. Identifying sources of threats.
   c. Identifying vulnerabilities.
   d. Assessing the severity of existing vulnerabilities.

   Digital risk identification is performed across all Bank environments and at all stages of development, production, maintenance, and adhoc conditions of digital services.

2. **Digital Risk Measurement**
   Risk measurement is conducted to understand the development and extent of digital risk exposure as a reference for control. Identified risks are measured and mapped according to the likelihood and impact associated with digital risks, followed by the implementation of controls, including preventive, deterrent, detective, corrective, and compensating controls.

3. **Digital Risk Monitoring**
   Risk monitoring is performed to ensure that risks are well managed, including monitoring the performance of digital services through log monitoring, Security Operation Center (SOC), vulnerability assessments, penetration testing, threat intelligence, cyber resiliency testing, thematic reviews, and others.

4. **Digital Risk Control**
   Digital risk control is conducted to manage residual risks, referring to established policies and procedures, risk limits, and implemented risk controls. In digital risk control, risk control strategies include strengthening risk controls such as enhancing security solutions, managing information technology assets, access management, and others.

The Bank's IT & Digital Risk Management is implemented through collaboration between First-line and Second-line units, with the Third-line acting as the evaluator and reviewer of risk management implementation. In its execution, the Bank also maintains several programs to strengthen IT & digital risk management, including:

1. IT & Digital Product Risk Assessment: An assessment process aimed at identifying risks related to information technology and digital products before they are implemented, enhanced, or changed. This process includes evaluating the security, compliance, and operational impact of new or existing products and technologies to mitigate potential risks and ensure that digital products meet established standards.
2. Thematic Review: Conducted by the second-line unit through comprehensive vulnerability analysis of the Bank's systems. This involves simulating real-world attacks to identify weaknesses that may have gone undetected by the methods implemented by the first-line units.
3. Cyber Resiliency Testing: This serves as a monitoring capability and maturity assessment of the Bank's people, processes, and technology in prevention, detection, and remediation, which can be conducted through programs such as Table-Top Exercises, Computer Security Incident Response Team (CSIRT), Social Engineering Technique Program (SETP), and others.
4. IT & Digital Risk Research & Development: A research and development process that includes analyzing threat trends, developing new tools and techniques for risk mitigation, and fostering innovation within IT & Digital risk management processes.

These digital risk management strengthening programs are conducted continuously, resulting in an effective, rapid, and efficient risk response.

LEGAL RISK MANAGEMENT

Legal Risk is the risk arising from lawsuits or weaknesses in juridical aspects. At BNI, risk sources include potential weaknesses in agreements/contracts, the impact of changes in or the unavailability of regulations, and litigation processes—both lawsuits against BNI and lawsuits filed by BNI against other parties.

BNI manages legal risk proactively by strengthening the quality of agreements, monitoring regulatory developments, and implementing measured litigation handling to ensure transaction compliance and protect the Bank's interests. This framework is executed through collaboration between business, risk, and legal functions, supported by adequate documentation and contractual controls to maintain legal certainty and operational sustainability.

Policies and Procedures

Legal Risk Management at BNI is carried out by the Legal Division under the coordination of the Director of Human Capital & Compliance. Acting as the legal watch function, the Legal Division collaborates with legal units in regional offices and business units to provide legal analysis and advice at every level, aimed at minimizing risk impacts arising from contractual weaknesses, regulatory changes, and litigation processes.

Legal risk management is further strengthened through regular synergy with the Enterprise Risk Management (ERM) Division in the assessment, monitoring, and alignment of legal risks at both the Bank and financial conglomerate levels. Through a multi-layered, collaborative, and adaptive legal governance, BNI ensures that every business activity has a solid legal foundation, remains controlled in accordance with prevailing regulations, and supports the Bank's operational stability and sustainability.

Policies and Procedures

The implementation of legal risk management at BNI refers to the Company Guidelines for Legal Risk Management and other relevant policies in legal risk management.

To ensure policies remain effective and aligned with regulatory dynamics, the Legal Division, together with the Enterprise Risk Management Division, periodically evaluates, adjusts, and updates legal risk control policies and procedures in accordance with developments in laws and regulations and the Bank's business needs.

Risk Management Process

In carrying out the Legal Risk control function, BNI implements legal risk management policies in a process flow consisting of:

1. **Legal Risk Identification**
   BNI identifies legal risks periodically and proactively by analyzing all sources of legal risk inherent in BNI's products and business activities, as well as legal risks from new products and activities. The identification focus is on the sources and risk triggers, including:
   a. Potential litigation from civil/criminal disputes;
   b. The enforceability of agreements/contracts;
   c. The impact of changes in or the absence of regulations that could void transactions or render products non-compliant.

   This process ensures that every new product or feature has undergone a proper risk assessment and legal control review before implementation.

2. **Legal Risk Measurement**
   BNI utilizes Legal Risk measurement methods aligned with the Bank's risk management framework, encompassing both quantitative and qualitative approaches. Measurement is focused on estimating the impact of losses and the strength of juridical aspects, using key indicators such as potential losses from litigation claims, the risk of agreement cancellation due to contractual weaknesses, and the impact of changes in or the absence of regulations that could cause products to become misaligned with prevailing provisions.

   The review of parameters, weights, and Legal Risk measurement limits is conducted independently by the Legal Division, considering input from the Board of Directors, the Enterprise Risk Management Division, and regulatory standards. The measurement results reflect the assessment of Inherent Risk and the Quality of Risk Management Implementation (KPMR), which are documented in the Legal Risk Profile as a basis for continuous monitoring, mitigation, and strategic decision-making by the Bank.

3. **Legal Risk Monitoring**
   BNI has adequate risk monitoring systems and procedures, which include monitoring the level of inherent Legal Risk exposure, risk tolerance, compliance with internal limits, and the consistency of implementation with the Bank's policies and procedures. Monitoring is conducted by the implementing units (Risk Owners) and the Risk Management Unit, including the Legal Division as the owner of the legal risk domain.

   Legal Risk Monitoring includes:
   1. Litigation: Oversight and handling of criminal and civil cases on a bank-wide basis.
   2. Quality of Agreements: Coordination with business units in drafting and refining agreements to ensure they are enforceable and protect the Bank's interests.
   3. Regulatory Changes: Monitoring the impact of the absence or changes in regulations on the suitability and sustainability of products/activities, including the fulfillment of relevant documentation and Service Level Agreements (SLAs).

   The results of the monitoring, which include evaluations of legal risk exposure, are compiled into a Legal Risk Management Information System (SIM Legal Risk) that provides periodic reports on legal risk exposure (monthly, quarterly, and annually), including necessary follow-up actions.

4. **Legal Risk Control**
   Legal risk control is implemented to maintain business continuity, protect the Bank's rights, and prevent material losses resulting from juridical weaknesses or litigation processes.

   BNI's legal risk control scope includes:
   a. Juridical assessment of new products or feature changes prior to implementation to ensure compliance and enforceability.
   b. Provision of legal advice and assistance to operational units in transaction execution and the resolution of legal issues.
   c. Periodic review of standard agreement formats, particularly credit agreements, to ensure continuous alignment with prevailing regulations.
   d. Scoring and reassessment of contracts/agreements with external parties to verify the validity of rights and the enforceability process.
   e. Intensive monitoring and handling of Unlawful Act (Perbuatan Melawan Hukum) lawsuits involving BNI as a Defendant or Co-Defendant across all regions.
   f. Provision of key legal document templates (including bank guarantees and collateral agreements) as a reference for secure and enforceable transactions.
   g. Strengthening legal risk awareness through legal training and counseling for business and operational units.

5. **Legal Risk Management Information System**
   BNI has an information system that supports fast, accurate, and documented legal risk decision-making, which includes:
   a. **Periodic Reports**, submitted concurrently with the Bank's risk profile reporting, containing:
      1) Data on potential losses from material legal issues;
      2) Results of legal reviews on agreements (standard and non-standard);
      3) Regulatory status of new products/ activities or feature changes, including regulatory gaps or amendments.
   b. **Incident Reports**, to ensure timely risk escalation and response, covering:
      1) A list of active cases (criminal, civil, and Unlawful Acts/PMH);
      2) Case progress reports to the Board of Directors and/or the Board of Commissioners;
      3) Ad-hoc reports on limit breaches, new legal risk findings, or strategic follow-up requirements.

STRATEGIC RISK MANAGEMENT

Strategic Risk is the risk arising from inaccuracies in the formulation or execution of strategic decisions, as well as the failure to anticipate and respond to changes in the Bank's business environment.

BNI manages Strategic Risk in a structured manner through three primary perspectives:

1. **Based on Planning Horizon**
   a. Long-term Plans: Strategies and initiatives designed for a 5-year cycle, encompassing Strategic foresight & trend analysis, Board-level strategic dialogue, business model resilience, capital readiness, and primary growth direction.
   b. Short-term Plans: 1–3 year plans focusing on performance targets, segment priorities, capability strengthening, roadmap & milestone adjustments, and rapid response to market and regulatory dynamics.

2. **Based on Application**
   a. Bank-wide: Strategies that bind all organizational lines, ensuring alignment of growth, risk boundaries, comprehensive Board-level oversight, and operational resilience.
   b. Unit-level: Strategies executed at the division, region, hub (sentra), or branch level, which remain within the corridors of the group's policy and Risk Appetite.

3. **Strengthening Management**
   a. BNI's strategic decisions are always made with due consideration of capital and liquidity adequacy, earnings resilience, portfolio diversification, and operational readiness under both normal and stressed conditions.
   b. Digital transformation, strengthening cybersecurity, and interpreting macro-risk signals are pursued proactively to ensure the Bank's strategy remains adaptive and resilient.
   c. Strategic Risk involves monitoring the potential impacts of technological changes, macroeconomic conditions, market competition, and regulatory policies to ensure the Bank is prepared to respond swiftly to emerging shocks.

Governance and Organization

Strategic Risk Management is carried out by the Corporate Planning & Performance Management Division, under the active oversight of the Director of Finance & Strategy. This function ensures that the Bank's strategic decisions remain balanced between growth targets and risk boundaries.

BNI implements strategic risk management through the strategic planning, budgeting, and target-setting processes, utilizing a cascading principle from the management level to all units and regions consistently.

The primary strategic planning documents that serve as the foundation for risk management include:

1. **Corporate Plan**
   A five-year strategy document containing growth direction, risk capacity, and business model resilience. The Corporate Plan is reviewed every 5 (five) years or sooner if the industry business environment undergoes significant changes.

2. **Bank Business Plan (RBB) & Unit Business Plan**
   A three-year and annual business activity plan per business segment, division, as well as regional/ branch offices. Reviews are conducted at least every First Semester (Semester I), or sooner if macroeconomic conditions, competition, or regulatory policies change.

3. **Work Plan and Company Budget (RKAP)**
   A strategic planning document that contains the goals and objectives BNI aims to achieve, prepared with consideration of risk factors that may affect the achievement of the established goals.

Policies and Procedures

BNI's Strategic Risk Management Framework refers to the General Risk Management Policy (KUMR) and the Integrated Risk Management and Integrated Capital Policy (KUMRT). Its implementation is reinforced by internal procedures that regulate the strategy and product cycle, including:

1. Strategic Risk Management Procedures
2. Strategic Planning Procedures
3. Bank Product Implementation Procedures

All policies and procedures are reviewed periodically based on the Bank's external and internal developments, as well as regulatory requirements.

Risk Management Process

In performing the Strategic Risk management function, BNI implements a strategic risk management process consisting of:

1. **Strategic Risk Identification**
   Strategic Risk identification is conducted regularly and continuously by:
   a. Mapping strategic risk factors across every activity and function, particularly those arising from policy inconsistencies with the Bank's vision and mission, delays or deviations in strategy execution, and inaccuracies in responding to business environment dynamics.
   b. Analyzing risks of resource-intensive or high-impact strategies, including expansion into new markets/segments, corporate actions (acquisitions/divestments), and product/service diversification, to ensure alignment with the risk profile and implications for the Bank's resilience.

2. **Strategic Risk Measurement**
   Strategic risk measurement is conducted using 4 (four) parameters, namely: alignment of strategy with business environment conditions, high-risk and low-risk strategies, the Bank's business position against competitors, and the achievement of the Bank Business Plan (RBB).

   Additionally, the quality of risk management implementation can be assessed based on governance results, risk management frameworks, risk management processes, information systems, human resources, and risk control systems.

   Detailed assessments of the strategic risk profile are documented in the strategic risk profile report, following the BNI Risk Profile Assessment Procedure.

3. **Strategic Risk Monitoring**
   BNI regularly monitors all strategic risk exposures, especially those that have a significant impact on business performance, capital, and competitive position. Monitoring focuses on strategy deviations, historical losses due to ineffective implementation, and changes in the external and internal environment that require a quick response.

   Strategic issues that have the potential to put pressure on financial conditions or hinder the achievement of targets are reported to the Board of Directors along with an analysis of the impact and corrective measures. Monitoring is carried out in a forward-looking manner, taking into account macroeconomic dynamics, shifts in industry risk, and competitive pressures in the market.

   To ensure consistency, BNI uses several monitoring mechanisms. Bank-wide performance and strategy realization are reviewed monthly. The development of the unit's Business Plan and the realization of the Bank's Business Plan are monitored quarterly. A more comprehensive evaluation of performance, market share, strategic issues, and financial targets is conducted at least every semester in the Business Meeting and Business Review forums at the Head Office and Regional Offices.

   The role of strategy monitoring at the bank-wide level is carried out by the Corporate Planning & Performance Management (CPM) Division, including for financial targets. At the division/unit level, monitoring of strategy and work program realization is carried out by designated support units in accordance with the scope and materiality of the strategy.

4. **Strategic Risk Control**
   BNI implements strategic risk control with discipline by ensuring that performance realization—specifically financial performance and strategy implementation—remains within the established risk tolerance limits. Control is exercised through Actual vs. Target monitoring, identification of material deviations, and escalation to the Board of Directors for decision-making and corrective actions.

   The strategic risk control framework and mechanisms are approved by the Board of Directors and reviewed periodically to ensure

continuous alignment with business dynamics, environmental conditions, and prudential principles.

BNI executes strategic risk control through several key forums and mechanisms:

a. Monthly Board of Directors Meeting (Radisi): To review bank-wide performance achievements and make strategic decisions if material deviations from targets occur.
b. Quarterly Unit Business Plan Review: Performed for each division/unit to ensure precise strategy implementation and early corrective action if obstacles arise in achieving financial targets.
c. Quarterly RBB Reporting to OJK: Serving as a formal control mechanism to ensure consistency between the risk profile, target realization, and the plan submitted to the authority.
d. Semi-annual Business Meetings: Held at the Head Office and Regional levels as a comprehensive evaluation forum for performance, market share, and cross-unit strategy effectiveness.

Throughout this process, the Board of Directors monitors strategy execution and target achievement as outlined in the Bank Business Plan (RBB). In the event of deviations or potential significant pressure, the Board of Directors instructs relevant units to implement improvements, strengthen mitigation, and ensure the continuity of BNI's growth strategy.

5. **Strategic Risk Management Information System**
BNI maintains a Strategic Risk Management Information System (MIS) to support the identification, measurement, monitoring, and control processes, ensuring they remain rapid, accurate, and reliable. This MIS provides key information consisting of:
   a. Bank-wide Performance Monitoring Report: Presented monthly during the Board of Directors Meeting (Radisi).
   b. Bank Business Plan (RBB) Realization Report: Submitted quarterly to the Financial Services Authority (OJK).
   c. Unit Business Plan (BP) Monitoring Report: Reported quarterly or on an incidental basis to the respective Sector Director, covering market share, strategy deviations, and the need for corrective actions.

COMPLIANCE RISK MANAGEMENT

Compliance risk is the risk that arises when BNI fails to comply with or implement regulatory requirements and organizational governance standards. This risk is inherent in all of the Bank's activities, particularly those related to material obligations such as capital adequacy, credit concentration limits, asset quality, and minimum reserve and liquidity requirements.

BNI manages compliance risk through the implementation of an internal control system embedded in every line of the organization, supported by compliance functions and active supervision by the Board of Directors. Compliance risk monitoring is conducted periodically with a focus on parameters that are material and have an impact on the risk profile of the Bank and the group, including the Minimum Capital Adequacy Ratio (KPMM), Maximum Credit Limit (BMPK), Non-Performing Loans (NPL), Net Foreign Exchange Position (PDN), and Minimum Reserve Requirement (GWM), including minimum liquidity resilience such as Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). BNI also prepares measurable escalation and follow-up improvement mechanisms in the event of irregularities or regulatory changes that have a significant impact on the Bank's business activities.

Governance and Organization

Compliance risk management at BNI is executed through an organizational structure that is clear, independent, and holds firm accountability at every line. BNI maintains an adequate compliance risk management function, with a distribution of authority and responsibility aligned across every unit performing compliance controls in daily activities and reporting.

Specifically, compliance risk management is managed by the Compliance (CMP) Division acting as the second line, tasked with ensuring regulatory fulfillment, strengthening compliance controls, and monitoring potential deviations at an early stage. The CMP Division operates under the active oversight of the Human Capital & Compliance Director to maintain independence, control function effectiveness, and the consistent implementation of a compliance culture across the entire BNI organization.

Policies and Procedures

The implementation of Compliance Risk Management refers to the Compliance Risk Management Company Guidelines as well as other related Policies and Procedures, including the Company Guidelines for Compliance Work Procedures, Anti-Money Laundering Policies, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM), Implementation Procedures for the APU PPT PPPSPM Program, Compliance Charter, Company Guidelines for Procedures for

Handling Conflicts of Interest, Company Guidelines for Gratification Control, Company Guidelines for Anti-Bribery Management Systems, and Company Guidelines for Compliance Risk Assessment.

The implementation of Compliance Risk Management at BNI refers to the Company Guidelines for Compliance Risk Management as the primary umbrella, with other relevant internal policies to ensure the Bank's end-to-end and standardized compliance on strong control foundation.

This policy framework includes compliance work procedures, the AML, CFT, and CPF (APU, PPT, and PPPSPM) programs, management of conflicts of interest, gratification control, anti-bribery management systems, customer data protection, and compliance risk monitoring and assessment mechanisms. BNI possesses operational guidelines in the form of the Compliance Charter. All policies and procedures are reviewed periodically to adapt to regulatory developments and business dynamics.

Risk Management Process

In supporting BNI's healthy and sustainable business growth, the Compliance Division proactively performs its compliance risk management role, covering processes from identification to the control of non-compliance factors across all Bank activities and services.

1. **Compliance Risk Identification**
   This process is conducted to recognize all potential risks inherent in functional activities, including factors that may increase compliance risk exposure, such as:
   a. Complexity of business activities, business models, and the launch of new products and features.
   b. Volume and materiality of non-compliance incidents regarding internal policies, regulatory requirements, and business ethics standards.
   c. Characteristics of banking products and services, particularly those at risk of being exploited as entry points for illegal funds, including proceeds of crime and terrorism financing.
   d. Utilization of digital technology, which increases vulnerability toward the collection and transfer of personal data without the data owner's consent.

2. **Compliance Risk Measurement**
   Compliance risk measurement at BNI is performed using key indicators that reflect the level and nature of violations, including:
   a. Type and significance of violations occurring within work units, including potential sanctions and their impact on the Bank.
   b. Frequency of violations of internal or regulatory provisions, serving as BNI's compliance track record.
   c. Violations in specific financial transactions with high inherent risk, including transactions that potentially carry legal implications or regulatory non-compliance.

   As part of the measurement process, the Compliance Division reviews the parameters, weights, and methodology of the compliance risk profile assessment, taking into account input from the Board of Directors, the risk management function, relevant units, and regulatory requirements to ensure measurement results are objective, consistent, and actionable.

   BNI also conducts end-to-end compliance assessments before and after implementation, specifically for new policies, product launches or feature changes, and material transactions requiring a compliance opinion. These assessment results are documented in the Compliance Risk Profile Report, prepared in reference to the BNI Risk Profile Assessment Procedures, serving as the basis for risk control and mitigation measures.

   To strengthen measurement quality at the unit level, BNI periodically applies the Compliance Index (CIX) as a measure of the maturity and consistency of a work unit's compliance. CIX parameters are structured based on identified compliance events, ranked from the highest potential loss to lower levels, enabling the depiction of priorities for strengthening controls, coaching, and proportional corrective actions.

3. **Compliance Risk Monitoring**
   Compliance risk monitoring at BNI is conducted on an ongoing basis, encompassing the monitoring of key compliance indicators and reporting to the Board of Directors, both on an incidental basis when violations occur and periodically. The scope of monitoring includes:
   a. Legal Lending Limit (BMPK).
   b. Net Open Position (PDN).
   c. Adequacy of Statutory Reserve Requirement (GWM) in Rupiah and foreign currencies.
   d. Credit development and quality, including Non-Performing Loans (NPL).
   e. Minimum Capital Adequacy Ratio (KPMM) and capital buffers.
   f. Compliance track record regarding regulatory provisions, including fines and supervisory warnings, such as reporting violations related to the Financial Information Service System (SLIK).

g. Compliance with reporting obligations to external parties, covering both periodic and specific material reports.
h. Readiness and follow-up on new regulation implementation, including the fulfillment of compliance gaps and their implementation timelines.
i. Compliance Risk Composite Rating (including internal assessment results and composite ratings) of BNI on a periodic basis.

4. **Compliance Risk ControL**
   Compliance risk control at BNI is implemented preventively to ensure that policies, systems, and business activities are aligned with the provisions of the competent supervisory authorities. BNI also maintains compliance with every commitment submitted to regulators and other supervisory stakeholders. BNI applies comprehensive compliance controls, both within the Bank on an individual basis and across subsidiaries, as well as in operations throughout the international network. In its implementation, BNI ensures that compliance standards are maintained in accordance with the jurisdiction of each country where BNI operates, particularly in Overseas Offices.

   The control process includes preliminary reviews before policies or activities are executed, monitoring the consistency of implementation in both domestic and international units, and strengthening the capabilities of compliance units to maintain alignment with regulatory standards and sound business ethics.

5. **Compliance Risk Management Information System**
   BNI utilizes a Compliance Risk Management Information System to support all stages of risk management, from identification and measurement to monitoring and controlling compliance risk. This system ensures the availability of accurate, complete, and timely information as a basis for mitigation and corrective decision-making.

Compliance risk reporting at BNI is structured through Compliance Reports submitted to the President Director via the Director in charge of the compliance function, with a copy provided to the Board of Commissioners. The primary outputs generated include Compliance Reports and Compliance Risk Profile Reports, which provide a comprehensive overview of the level of exposure and the effectiveness of the Bank's compliance risk mitigation.

REPUTATION RISK MANAGEMENT

Reputation risk is the potential decline in stakeholder trust resulting from negative perceptions or publicity regarding the Bank. Sources of this risk include media sentiment, customer complaints, ethical breaches, governance weaknesses, corporate culture, and ineffective communication strategies.

BNI manages reputation risk proactively through public sentiment monitoring, rapid response to complaints, strengthening of ethics and culture, and consistent, transparent communication to maintain customer trust.

Governance and Organization

BNI implements reputation risk management with a clear division of roles among management functions, including media monitoring, complaint management, investor communication, and coordinated crisis response.The Corporate Secretary (CSE) division performs news and crisis management functions through monitoring media and social media opinion, responding quickly to negative issues, and managing communication during crises. The Customer Experience Center (CXC) division is responsible for managing customer complaints and grievances end-to-end to maintain service quality and public trust. The Investor Relations (IRN) division plays a role in maintaining investor perception and trust through communicating the Bank's performance and strategy to analysts and investors, monitoring stock positions against peers, and managing relationships with the Indonesian capital market ecosystem.

Policies and Procedures

BNI's reputation risk management policy is based on the General Risk Management Policy (KUMR) as well as the General Integrated Risk Management and Integrated Capital Policy (KUMRT). Implementation is carried out through operational guidelines governing media issue response, consumer protection, crisis communication management, and structured grievance handling.

The primary Company Guidelines supporting reputation risk management include:
1. Reputation Risk Management Procedures
2. Crisis Management
3. Media Relations Management
4. Consumer Protection
5. Customer Complaint Resolution

This policy and procedure framework is reviewed periodically to ensure alignment with business dynamics, public expectations, and regulatory developments.

Risk Management Process

The Corporate Secretary Division (CSE), Customer Experience Center Division (CXC), and Investor Relations Division (IRN) carry out the functions and processes of reputation risk management, including the following processes:

1. **Reputation Risk Identification**
   The identification process includes analyzing risk sources from media, services, technology, and stakeholder perceptions. Reputation risk arises from, among other things:
   a. Negative media coverage and/or rumors about BNI
   b. Ineffective communication strategies of BNI
   c. Inadequate information/services
   d. Disruptions/damage to information technology systems and devices

   In addition, BNI conducts regular stakeholder mapping to capture changes in public expectations and concerns. The results of the mapping are compiled in writing and serve as a reference for relevant units in responding to issues and communication strategies.

   All events that impact reputation are systematically recorded in reputation risk data administration, including projections of their potential impact. Handling and mitigation priorities are differentiated based on their level of materiality and influence on public perception, customer trust, and investor confidence.

2. **Reputation Risk Measurement**
   BNI measures reputation risk using the following key indicators:
   a. Reputation influence from the Bank's owners and related companies
   b. Violations of business ethics
   c. Complexity of the Bank's products and business collaborations
   d. Frequency, materiality, and exposure of negative news about the Bank
   e. Frequency, materiality, and customer complaints

   The weighting and measurement methods are determined by the CSE, CXC, and IRN Divisions, taking into account input from the Board of Directors, the ERM Division, and regulatory requirements. The measurement results are outlined in the BNI Reputational Risk Profile Report, which is prepared in detail in accordance with the BNI Risk Profile Assessment Procedure, as a basis for decision-making, issue mitigation, and continuous reputation improvement measures.

3. **Reputation Risk Monitoring**
   BNI conducts reputation risk monitoring proactively and periodically to maintain stakeholder trust, ensure early issue detection, and guarantee a rapid and measured crisis response. The scope of monitoring includes:
   a. Media sentiment and market rumors, including the analysis of public opinion on social media.
   b. Communication issues and crises that could affect the level of trust in the Bank.
   c. Customer complaints through public channels as well as BNI Call (complaints regarding products, services, and processes).
   d. Digital incidents and cybersecurity events that have the potential to trigger negative perceptions.

   Monitoring results are compiled into multi-layered reports based on the impact level, including:
   a. Media Monitoring Reports (Daily and Weekly): Containing sentiments, key issues, and public opinion developments.
   b. Quarterly Reputation Risk Reports: Containing sentiment trends, material issues, and follow-up actions.
   c. Annual Reputation Risk Report: Included as part of the Annual Report, providing an evaluation of the effectiveness of issue and crisis management at the enterprise level.
   d. Incidental Escalation: Submitted at any time to the Board of Directors and Board of Commissioners if an issue with a significant impact arises.

   With this monitoring model, BNI ensures that reputation risk is managed adaptively, data-driven, and aligned with the Bank's communication strategy.

4. **Reputation Risk Control**
   BNI positions Reputation Risk Control as an integral part of value protection and stakeholder trust. Every material issue, customer complaint, or event with the potential to diminish trust is followed up early through a coordinated control mechanism.

   Reputation Risk Control includes:
   a. Prevention of reputation incidents through ex-ante issue management in business processes, new products, and strategic partnerships.
   b. Rapid reputation recovery response following an incident, focusing on stabilizing public perception and preventing issue escalation.

c. Strengthening risk communication competence for public relations teams at the Head Office and Regional levels to ensure responses to issues and opinions are effective, proportional, and consistent.
d. Standardized customer response speed through the implementation of Service Level Agreements (SLAs) in the complaint handling and public issue clarification processes.
e. Crisis communication management readiness via a measured Crisis Contingency Plan—ranging from minor to severe scales—with a clear escalation flow to the Board of Directors and Board of Commissioners.
f. Management of response timing and sensitivity with standards for public opinion monitoring and the selection of communication strategies based on sentiment data.

In implementing reputation mitigation, BNI considers the materiality level of the issue, response costs, and the balance between protecting public trust and the Bank's sustainable growth. Reputation risk is accepted on a limited basis as long as it remains within the established Risk Appetite limits.

5. **Reputation Risk Management Information System**
BNI's Reputation Risk Management Information System (MIS) functions to provide data that supports rapid and coordinated decision-making, issue monitoring, and mitigation response. This information system ensures that all material reputation events are documented and reported hierarchically to management and the Board.

The scope of the information system includes:
a. Integrated media monitoring, utilizing both electronic dashboards and sentiment analysis of news coverage and public opinion.
b. Orderly recording of reputation risk events, including the specific issues, management responses, and discussions held in management or Board meetings. These are documented in an electronic system as part of the audit trail and decision-making governance.
c. Early Warning System (EWS), a proactive mechanism based on risk indicators and media sentiment signals to detect potential reputational pressure, allowing for mitigation measures to be implemented at an earlier stage.

With the support of this MIS, BNI maintains the quality of Reputation Risk reporting—both periodic and incidental—to management and the Board, while strengthening crisis response readiness and sustainable stakeholder trust.

INTRA-GROUP TRANSACTION RISK MANAGEMENT

Intra-Group Transaction Risk is the risk arising from dependencies between entities within a single Financial Conglomerate, whether direct or indirect, which can impact the fulfillment of contractual obligations, funding exposures, or the stability of the group's financial condition. This risk can occur in transactions involving fund transfers or non-fund transfers, including written or non-written commitments between entities.

BNI manages this risk through an integrated governance framework to ensure that every financial relationship, commitment, and intra-group exposure remains controlled, transparent, and within the group's risk tolerance limits. Management is conducted on an ongoing basis, encompassing assessments, monitoring of material exposures, and the alignment of policies and procedures across entities within the conglomerate to maintain overall financial resilience and group compliance.

Governance and Organization

BNI maintains an adequate intra-group transaction risk management function, with clear authority and responsibility at the Financial Conglomerate Parent Company (PIKK) level and across all subsidiaries. This framework ensures that every intra-group activity is managed independently, coordinately, and in alignment with the conglomerate's Risk Appetite boundaries.

The management of intra-group transaction risk is executed by the Enterprise Risk Management (ERM) Division as the second line at the PIKK level, supported by the Subsidiaries Management (SSM) Division in strengthening intra-group relationship management, and operational implementation by relevant units within BNI and its Subsidiaries (PA).

Roles are divided as follows:
1. Enterprise Risk Management (ERM) Division: Conducts integrated inherent risk assessments, monitors material intra-group exposures, validates measurement methodologies, and reports intra-group risks at the PIKK level to management, the Board of Commissioners, and Regulators.
2. Subsidiaries Management (SSM) Division: Ensures that integrated risk governance operates effectively across all Subsidiaries, including policy alignment, monitoring compliance in intra-group transaction execution, and coordinating

follow-up actions to strengthen Subsidiary resilience against intra-group transaction risks impacting the BNI Group.
3. BNI Business Units and Subsidiaries: Execute intra-group risk management and control according to transaction and product characteristics, including the fulfillment of obligations, documentation of agreements, management of intra-group limits, and the provision of relevant risk data and indicators to ERM and SSM.

This organizational framework supports measured intra-group decision-making, maintains compliance, and strengthens the conglomerate's capital and liquidity resilience on an ongoing basis.

Policies and Procedures

BNI implements Intra-Group Transaction Risk management within the integrated risk management framework at the financial conglomerate (PIKK) level, based on:

1. General Integrated Risk Management and Integrated Capital Policy (KUMRT): The umbrella policy governing risk boundaries, governance, and intra-group capital adequacy, including mechanisms for managing concentration, material exposures, and interactions between entities within the conglomerate.
2. Intra-Group Transaction Risk Management Procedures: Governing the methodology for inherent risk assessment, the setting of intra-group limits, exposure monitoring, escalation processes, reporting, and agreement documentation to ensure that rights and obligations between entities are protected and enforceable.

In practice, these policies are aligned with prudential practices through:

1. Intra-group limit controls within the conglomerate's risk appetite and risk tolerance framework.
2. Updating intra-group risk measurement methodologies by ERM.
3. Cross-functional coordination (Divisions in BNI and Subsidiaries) for risk data provision.
4. Structured reporting to management, the Board of Commissioners, and Regulators.

BNI reviews and updates its policies and procedures on a regular basis to ensure they remain relevant to internal dynamics, industry developments, market changes, and applicable regulatory requirements.

Risk Management Process

The intra-group transaction risk management process includes:

1. **Intra-Group Transaction Risk Identification**
   BNI identifies intra-group risks on a regular basis by analyzing products, business activities, services, and transactions between financial institutions within the BNI financial conglomerate. This process covers triggering factors such as cross-ownership, liquidity centralization, intra-group guarantees and loans, inter-entity asset purchases/sales, risk transfer through reinsurance, and risk exposure transfer transactions within the conglomerate.

   The purpose of this identification is to recognize potential dependencies between entities and ensure that all material risks inherent in intra-group transactions are mapped from the outset, including their impact on the exposure and risk profile of the BNI financial conglomerate.

2. **Intra-Group Transaction Risk Measurement**
   BNI measures intra-group transaction risk in an integrated manner across all transactions between members of the BNI Financial Conglomerate. The main objective is to assess the level of risk and materiality of exposure to group stability.

   The focus of management includes:

   a. **Risk Level Assessment**
      BNI determines the risk rating of intra-group transactions based on regulatory parameters and assesses the impact of its exposure on the total assets, capital, income, costs, and liabilities of conglomerate member entities.

   b. **Fairness & Prudential Principles**
      BNI conducts transaction reasonableness testing, ensures adequate documentation and enforceability, and assesses compliance with arm's length principles, including the suitability of transactions to the group's risk appetite and risk tolerance limits.

   c. **Methodology & Model Evaluation**
      BNI develops qualitative and quantitative intra-group risk measurement methodologies, accompanied by periodic evaluations of assumptions, data sources, and measurement procedures to maintain the accuracy and relevance of the model as the basis for conglomerate risk mitigation.

As a PIKK, BNI ensures the availability of:

a. Standardized and integrated intra-group risk measurement methodologies within the group risk management framework.
b. Periodic reviews of assumptions and data to ensure that measurement results remain relevant and reliable as a basis for preparing inherent risk mitigation plans and intra-group risk mitigation plans.

3. **Intra-group Transaction Risk Monitoring**
   BNI conducts disciplined and continuous monitoring as part of integrated conglomerate risk management, covering funding transactions, support services, joint operations, and other intra-group activities that have the potential to increase group risk exposure.

   Intra-Group Transaction Risk Monitoring:
   a. **Scope of Monitoring**
      BNI monitors all material intra-group transactions, including financial relationships and inter-entity dependencies. Materiality is assessed based on the value of transactions between BNI and financial conglomerate member entities, as well as between entities within the group.

   b. **Purpose of Monitoring**
      To ensure that transactions are conducted in a fair, transparent, and documented manner, and in accordance with the principles of prudence, regulatory requirements, and the conglomerate's risk appetite.

   c. **Follow-up & Improvement**
      The results of monitoring are used for periodic evaluation, process improvement, and expansion of the reporting scope if there are significant changes in business activities, products, transactions, or risk factors at the group level.

4. **Intra-group Transaction Risk Control**
   BNI's intra-group risk control is carried out in an integrated manner by taking into account the parameters of the inherent risk profile of intra-group transactions, compliance with the arm's length principle, completeness of documentation, and compliance with applicable regulatory and legal provisions.

   Control Focus:
   a. Assessment of the composition of inherent risk parameters in the integrated risk profile of the conglomerate.
   b. Testing the fairness of transactions in accordance with the arm's length principle.
   c. Examination of the availability and completeness of intra-group transaction documents.
   d. Compliance with regulatory requirements and legal enforceability of each intra-group transaction.

   The intensity and methods of control are adjusted to the tolerance limits and risk levels set at the conglomerate level. BNI applies intra-group exposure restrictions through compliance with related parties' BMPK to ensure that inter-entity loans do not exceed regulatory limits.

   BNI also strengthens the control of intra-group price fairness to prevent transfer pricing distortions, maintain the integrity of inter-entity transaction governance, and ensure the stability of risk management at the financial conglomerate level.

5. **Intra-Group Transaction Risk Management Information System**
   BNI's intra-group transaction risk management information system was developed to support integrated risk management at the level of the Financial Conglomerate Parent Company (PIKK) and its subsidiaries.

   Its main scope includes:
   1. Provision of intra-group exposure data on total assets, capital, income, expenses, and liabilities between entities within the group.
   2. Information on the results of inherent risk assessment and mitigation, including intra-group transaction risk ratings.
   3. Documentation and legal review of intra-group transactions to ensure fairness and regulatory compliance.
   4. Monitoring of intra-group internal limit compliance, in accordance with the conglomerate's integrated risk appetite and risk tolerance.

INSURANCE RISK MANAGEMENT

Insurance risk is a risk resulting from the failure of an insurance company to fulfill its obligations to policyholders as a result of inadequacies in the risk selection process (underwriting), determining premiums (pricing), use of reinsurance, and/or handling claims.

Governance and Organization

As a Financial Conglomerate Parent Company with subsidiaries in the insurance sector, namely BNI Life and Asuransi Tripakarta, BNI is responsible for ensuring that Insurance Risk management is carried out effectively and in an integrated manner at the conglomerate level.

Insurance risk management is carried out by each subsidiary in accordance with the characteristics of the business and regulatory requirements in the insurance industry. Meanwhile, within the framework of integrated risk management, the methodology for measuring insurance risk in the Integrated Risk Profile is determined and coordinated by BNI's Enterprise Risk Management (ERM) Division with the support of the Subsidiaries Management (SSM) Division.

Policies and Procedures

The Insurance Risk management policy within the BNI Financial Conglomerate refers to the General Integrated Risk Management Policy and the Integrated Capital Policy as the primary frameworks for risk management at the group level. These policies serve as guidelines for the Main Entity (BNI) and its Subsidiaries to ensure that Insurance Risk management is conducted prudently, consistently, and in alignment with the conglomerate's strategy and risk appetite.

The operational execution of Insurance Risk management is further regulated in the Integrated Risk Management Standard Operating Procedures (SOP), specifically those governing the Integrated Risk Profile process. This SOP serves as the reference for implementing consolidated measurement, assessment, and reporting methodologies for Insurance Risk. This ensures process uniformity, the quality of risk controls, and the integrated management of Insurance Risk within the overall risk profile of the BNI Financial Conglomerate.

Risk Management Process

Insurance Risk management within the BNI Financial Conglomerate is implemented through a continuous risk management process encompassing identification, measurement, monitoring, and control, as follows:

1. **Insurance Risk Identification**
   Group insurance risk identification is carried out by analyzing factors that can increase insurance risk exposure, such as inadequate risk selection (underwriting) processes, premium setting (pricing), use of reinsurance, policy management and/or claim handling. BNI carries out a continuous risk identification process as part of the implementation of effective insurance risk management in order to gain a comprehensive understanding of all potential risks that may affect the risk profile and business continuity. The identification process is also strengthened through cross-functional coordination to ensure that all risks inherent in insurance products are recorded and managed appropriately.

2. **Insurance Risk Measurement**
   The measurement of insurance risks faced by BNI can be done using the parameters of Technical Risk, Insurance Risk Dominance over the Overall Business Line, Product Risk Mix and Type of Benefits, and Reinsurance Structure. BNI conducts a systematic risk measurement process to assess the materiality and potential impact of each identified risk.

3. **Insurance Risk Monitoring**
   Monitoring Insurance Risk Monitoring includes monitoring and reporting Insurance Risks that occur to the Board of Directors at any time when the Insurance Risk occurs or periodically to:
   a. Ratio of Technical Reserves to Net Premiums.
   b. Claim Ratio.
   c. Net Premium Ratio to Own Capital.
   d. Lapse Ratio.
   e. Domination of insurance risk over all business lines.
   f. Reinsurance Management

   Monthly evaluation of insurance risks faced by BNI Financial Conglomerate is outlined in the Leading Risk Indicator Report submitted to the Director of Risk Management. This process is carried out continuously by the risk management unit in collaboration with related units to ensure the effective implementation of insurance risk management.

4. **Control Insurance risk control**
   Control Insurance risk control is carried out by maintaining insurance risk ratios at their threshold and carrying out improvement initiatives to improve ratios that are still considered high risk and ensuring that the risks taken are still within tolerance limits and reporting significant deterioration to the Board of Directors.

5. **Risk Management Information System Insurance**
   Risk Management is supported by a Risk Management Information System (SIMR) that is used to collect, process, and monitor Insurance Risk data in an integrated manner. SIMR supports the preparation of Insurance Risk profiles and consistent risk reporting as part of the BNI Financial Conglomerate's Integrated Risk Profile.

RISK MANAGEMENT FOR OVERSEAS OFFICES (KLN)

As a bank with global operations, BNI views the risk management of Overseas Offices (KLN) as a strategic element to maintain resilience, cross-jurisdictional compliance, and the trust of international stakeholders; considering that BNI's risk exposure is influenced not only by domestic conditions, but also by macroeconomic dynamics, financial markets, and regulatory changes in the countries where KLN operate. The management of KLN risk is directed to ensure that all activities remain prudent, aligned with the group's risk appetite, and compliant with both local and global regulatory standards.

Currently, BNI operates 8 (eight) Overseas Offices consisting of 6 (six) KLN with Branch licenses and 2 (two) KLN with Representative Office licenses, where each KLN possesses different operational complexities from one another, necessitating the establishment of minimum requirement standards that must be fulfilled by every KLN.

BNI possesses tools for KLN risk management:

- **Credit Risk**
  Credit Risk Management at Overseas Offices (KLN) is coordinated by the Enterprise Risk Management (ERM) Division with the support of risk units and overseas offices in each respective jurisdiction.

  Management focus:
  1. Quarterly monitoring of debtor ratings using the IRB-based Internal Rating System (IRS) 2.0 as an early warning signal.
  2. Establishment of Risk Acceptance Criteria (RAC) for the KLN credit pipeline, covering Market, Operational, Environmental-Social-Governance (ESG), Counterparty, and Price Fairness aspects.

- **Market Risk**
  The ERM Middle Office executes the measurement and control functions for KLN Market Risk, coordinating with the Treasury unit.

  Management focus:
  1. Setting KLN Treasury transaction limits, including Budget Loss Limit, Deal Ticket Size Limit, and Net Open Position Limit.
  2. Implementation of Management Action Trigger (MAT) with a traffic light approach as a basis for response if losses occur due to global market volatility.
  3. Periodic review of trading book risk exposures and deviations impacting KLN Treasury strategies.

- **Liquidity Risk**
  Monitoring of KLN Liquidity Risk is conducted by the Enterprise Risk Management (ERM) Division along with Treasury and overseas offices.

  Management focus:
  1. Monitoring maturity profiles, reserve requirements, and liquidity buffers using a traffic light approach.
  2. Escalation of global liquidity pressure indicators to the Head Office to determine cross-jurisdictional liquidity response plans.

- **Operational Risk**
  Operational Risk Management at KLN is performed by the implementing units in each overseas office (RMIC) under the standards of the Operational Risk Management Division and monitored by the Senior Operational Risk Executive (SORX).

  Management focus:
  1. Implementation of KLN Process Risk Control Monitoring (PRCM) as a monitoring mechanism for embedded controls on material operational activities.
  2. Implementation of KLN Business Continuity Management (BCM) for operational risk control and incident response.
  3. Reporting of operational incidents that impact stakeholder trust, customers, or the continuity of KLN services.

- **Legal Risk**
  Legal Risk Management at KLN is executed by the Legal Division, acting as legal watch and subject-matter advisory according to local laws.

  Management focus:
  1. Review of enforceability and validity of legal documents for transactions and third parties at KLN.
  2. Administration of active cases at KLN and incidental reporting to the Head Office if there is a material impact.
  3. Alignment of agreement standards and mitigation of legal gaps based on local regulations in each operating country.

- **Reputation Risk**
  Reputation Risk Management at KLN is coordinated by the Corporate Secretary (CSE) Division as the news management center, together with the Customer Experience Center (CXC) Division and Investor Relations (IRN) according to their respective domains.

  Management focus:
  1. Monitoring global media and social media opinions related to KLN, including crisis communication responses.
  2. Handling customer complaints in KLN local channels.
  3. Submission of KLN media monitoring reports to management to determine response strategies and stakeholder trust recovery.

- **Compliance Risk**
  Compliance Risk Management at KLN is implemented by the Compliance (CMP) Division and the AML Division. Management is conducted periodically to ensure cross-jurisdictional compliance, including AML-CFT-CPF programs and personal data protection.

  Management focus:
  1. Monitoring compliance with external regulations, new regulations, external reporting obligations, as well as regulatory fines/warnings.
  2. Compliance assessment and opinions on new transactions/features according to regulatory parameters and business ethics standards.
  3. Strengthening capacity through socialization, reminders, and the implementation of Compliance, AML, and Personal Data Protection SOPs at KLN.

- **Strategic Risk**
  Strategic Risk Management at KLN is implemented by the International (INT) Division. Management is directed to maintain prudent global growth aligned with the group strategy.

  Management focus:
  1. Identification of business plan deviations and KLN strategy execution, particularly those with a significant impact on capitalization.
  2. Analysis and assessment of high-risk strategies such as new market expansion, acquisitions, and product/service diversification.
  3. Monitoring the realization of RBB targets and KLN competitive positioning against peers, including correction and follow-up if realization or strategy implementation deviates from set targets.

STRENGTHENING RISK MANAGEMENT FUNCTIONS IN OVERSEAS OFFICES (KLN)

BNI strengthens the risk management of Overseas Offices (KLN) through clear roles across three lines:

- **First Line**
  KLN executes the Risk Management & Internal Control (RMIC) function under the supervision of the Risk & Business Support Deputy General Manager. RMIC is coordinated with the SORX Wholesale & International Banking (SORX1) unit, which has a direct coordination line to RMIC. SORX1 provides Process, Risk, Control & Monitoring (PRCM) tools as the standard for control testing of risk controls at KLN.

- **Second Line**
  BNI has established a KLN Risk Management Team under the supervision of the Enterprise Risk Management (ERM) Division, synergizing with Operational Risk Management and Compliance, to ensure the effectiveness of the integrated risk framework. ERM also issued the Overseas Branches Risk Pulse 2025, a monitoring instrument for 8 (eight) primary risks and financial indicators, resulting from collaboration with the International Division, SORX1, and Corporate Credit Risk.

  Minimum quality standards are implemented through the Assessment of Risk Management Implementation Quality (KPMR) parameters, aligned with SEOJK 14/SEOJK.03/2017 concerning the Assessment of Bank Soundness, as a mandatory baseline to be fulfilled by all KLN.

- **Third Line**
  The Internal Audit function is executed by the Internal Audit Division (IAD) as an independent assurance line regarding the effectiveness of KLN risk management.

RISK MANAGEMENT OF NEW PRODUCTS AND ACTIVITIES

Every Bank product development plan goes through a risk management process including identification, measurement, monitoring and control on 8 (eight) types of risks including credit, market, liquidity, operational, legal, strategic, compliance and reputation risks which are packaged in a comprehensive study of the bank's new product and activity risks. The Bank's product risk management is run based on internal provisions that refer to regulatory provisions.

In the framework of issuing new products, BNI implements policies and procedures to ensure that the risks inherent in the product are adequately managed, among others through:
1. Business feasibility study, to ensure that the product is in line with the Bank's vision, mission, and strategy as well as providing sustainable added value.
2. Establishment of systems, procedures, and authorities, including Standard Operating Procedures in the management of new products.
3. Identification of all inherent risks, covering credit, market, liquidity, operational, legal, strategic, compliance, and reputation risks, both related to business activities and customers.
4. Execution of trial periods, to test the reliability of risk measurement and monitoring methods for new products.
5. Readiness of the accounting information system, to support accurate product recording and reporting.

6. Analysis of legal aspects, to ensure product compliance with statutory provisions.
7. Application of information transparency principles to customers, as well as consumer protection and personal data protection in accordance with applicable regulations.

Along with the increasing development of digital-based banking products, BNI ensures the readiness of risk management implementation, particularly security controls, to guarantee the fulfillment of the principles of confidentiality, integrity, authentication, availability, and non-repudiation.

As a provider of Financial Sector Technology Innovation (ITSK), BNI applies principles of good governance, risk management, security and reliability of information systems including cyber resilience, consumer and personal data protection, as well as compliance with statutory provisions. In supporting business process continuity, BNI also implements cyber risk management in accordance with best practices, which includes protection of the confidentiality, integrity, and availability of information. For every new product implementation plan, BNI prepares a risk study along with follow-up actions on recommendations provided by assessors.

Plans for issuing Bank products are reported to regulators, namely the Financial Services Authority (OJK) and Bank Indonesia (for products related to Payment Service Provision and Payment Infrastructure Implementation activities), through the Bank Product Implementation Plan (RPPB) which is part of the Bank Business Plan (RBB).

Throughout the reporting period, BNI launched wondr by BNI, a mobile banking application with the latest global-standard technology that offers more personalized financial services tailored to customer needs. In addition, BNI also developed BNIdirect Business, which is a one-stop solution platform specifically designed to meet the needs of SME Customers. This platform was developed to simplify various transaction processes (both financial and non-financial), as well as provide comprehensive services covering all aspects of Customer business needs, ranging from financial services, merchants, financing, to the thorough and efficient integration of the business ecosystem.

BNI RISK PROFILE ASSESSMENT

Risk Profile Assessment is a comprehensive overview of the risks inherent in the Bank's operational activities and serves as one of the primary components in the assessment of the Bank's Soundness Level. The assessment is conducted quarterly for BNI on an individual basis and semi-annually for the BNI Financial Conglomerate.

The Risk Profile Assessment includes an evaluation of inherent risk and the quality of risk management implementation across all primary risk types in accordance with regulatory provisions, taking into account business strategy, product and activity complexity, and external conditions.

The Inherent Risk Level is classified into five ratings, from Low to High, while the quality of risk management implementation is assessed based on the adequacy of governance, framework, processes, and risk control, with assessment results ranging from Strong to Unsatisfactory.

BNI RISK PROFILE ASSESSMENT RESULTS

The results of the BNI Risk Profile self-assessment individually as of December 31, 2025 fell under rank 2 (Low to Moderate) with an Inherent Risk Rating of Low to Moderate and a Risk Management Implementation Quality (KPMR) rating of Satisfactory, with the following details:

Type of Risk	Inherent Risk	Risk Management Implementation Quality	Composite Risk
Credit Risk	Low to Moderate	Fair	2
Market Risk	Low to Moderate	Satisfactory	2
Liquidity Risk	Low to Moderate	Satisfactory	2
Operational Risk	Moderate	Fair	3
Legal Risk	Low	Satisfactory	1
Strategic Risk	Low to Moderate	Satisfactory	2
Compliance Risk	Low to Moderate	Satisfactory	2
Reputational Risk	Low	Satisfactory	1
Composite Risk	**Low to Moderate**	**Satisfactory**	**2**

BNI RISK COMPOSITE RATING ASSESSMENT

Based on the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and Technical Instructions No. SK-7/DKU.MBU/10/2023 concerning Technical Instructions for Reporting Risk Management of State-Owned Enterprises, SOEs shall make composite risk rating assessment through quarterly self-assessment to provide an evaluation that encourages SOEs to improve its risk management practice that provides protection and value creation for SOEs.

The composite risk rating assessment is based on 2 (two) assessment variables, namely (1) assessment of the Quality of Risk Management Implementation, and (2) assessment of Performance Achievement. The results of the BNI composite risk rating assessment for the fourth quarter of 2024 fell under Rank 2 (wellcontrolled risk).

BNI RISK PROFILE ASSESSMENT INTEGRATED RESULTS

Based on the results of the Integrated Risk Profile assessment of 10 (ten) types of risks as of December 31, 2025, it fell under rating 2 (low to moderate) with an Inherent Risk Rating of Low to Moderate, while the Integrated Risk Management Implementation Quality (KPMR) assessment of BNI was Satisfactory.

The results of the Integrated Risk Profile assessment in detail are as follows:

Type of Risk	Inherent Risk	Risk Management Implementation Quality	Composite Risk
Credit Risk	Moderate	Fair	3
Market Risk	Low to Moderate	Satisfactory	2
Liquidity Risk	Low to Moderate	Satisfactory	2
Operational Risk	Moderate	Fair	3
Legal Risk	Low	Satisfactory	1
Strategic Risk	Low to Moderate	Satisfactory	2
Compliance Risk	Low to Moderate	Satisfactory	2
Reputational Risk	Low	Satisfactory	1
Intragroup Transaction Risk	Low to Moderate	Satisfactory	2
Insurance Risk	Low to Moderate	Fair	2
Composite Rating	**Low to Moderate**	**Satisfactory**	**2**

RISK MATURITY INDEX (RMI)

The Risk Maturity Index (RMI) is an index used to measure the level of maturity in design quality and effectiveness of the implementation of Risk Management in protecting as well as creating value for the company. The RMI assessment is conducted as part of BNI's commitment to implementing integrated and sustainable risk management.

In compliance with the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 and the Decision of the Deputy for Finance and Risk Management of the Ministry of SOEs No. SK-8/DKU.MBU/12/2023, BNI shall make regular RMI assessments based on performance. The assessment covers five primary dimensions: risk culture and capabilities, risk organization and governance, risk and compliance framework, risk processes and controls, as well as risk models, data, and technology, associated with the Final Rating Health Level and the Risk Composite Rating.

BNI has implemented RMI assessment since 2021 and continues to make periodic improvements. The 2025 RMI assessment was conducted with an observation period of January 1 to December 31, 2024, by an independent BNI Internal Assessor Team, with a scope covering BNI and its Subsidiaries. Based on the assessment results, BNI is on the spectrum of the Good Practice Phase (+), which reflects the maturity of risk management across all dimensions and the utilization of models, data, and technology as enablers of optimal risk management.

Based on the results of the 2025 RMI assessment, BNI has implemented strong risk management practice dimensions, including:

1. Risk Culture and Capabilities Dimension: BNI has routine programs for instilling risk culture tailored to job levels, as well as periodic evaluations of risk culture improvement.
2. Risk Organization and Governance Dimension: BNI has fulfilled the Risk Management Organs in accordance with PER-2/MBU/03/2023, properly implemented the Three Lines Risk Governance Model, and conducted periodic evaluations and optimizations as part of improvement efforts.
3. Risk and Compliance Framework Dimension: BNI possesses a comprehensive risk management framework and implements it effectively, particularly in mitigating data confidentiality risks, strategic plans, and business continuity.
4. Risk Processes and Controls Dimension: BNI has effectively implemented the processes of risk identification, assessment, treatment, and reporting, and has designated responsible parties to manage primary risks.
5. Risk Models, Data, and Technology Dimension: BNI has a dedicated team for risk models and analytics, utilizing tools and methodologies to manage primary risks.

Furthermore, a framework for maintaining risk data quality has been established. From the overall assessment by independent parties, BNI has mapped several improvement areas to be carried out in the short, medium, and long term. Many initiatives have been developed by BNI to support the Bank's performance, including risk appetite management, the preparation of a formal framework for new risk identification, consistency of risk modeling technical policy/procedure documents, and the preparation of the Enterprise Risk Management transformation plan.

IMPROVING HUMAN RESOURCES CAPABILITIES RELATED TO RISK MANAGEMENT

In order to implement high-quality risk management in accordance with the Decision of the Deputy for Finance and Risk Management of the Ministry of SOEs Number SK-3/DKU.MBU/05/2023, BNI continuously manages and develops Human Resources (HR) capabilities in the field of risk management.

This improvement in capabilities is carried out through:

1. **Risk Management Certification and Refreshment,** by requiring certificate ownership for risk management organs, including the Board of Commissioners, Board of Directors, relevant committees, as well as officials and employees in risk management, compliance, internal audit, and primary operational work units. To maintain competence, BNI consistently organizes refreshment programs at least once a year through training, seminars, socialization of regulatory provisions, and e-learning.

   The Risk Management Certifications and Refreshments organized by the Risk Academy unit in 2025 include:
   - Risk Management Certification (SMR) Qualification Level (JK) 7 for Independent Parties of the Risk Monitoring Committee (KPR), Directors and SEVP
   - Risk Management Certification (SMR) Qualification Level (JK) 6 for the Board of Commissioners, Independent Members of the Risk Monitoring Committee (KPR), and the DPLK Supervisory Board

- Risk Management Certification (SMR) Qualification Level (JK) 5
- Risk Management Certification (SMR) Qualification Level (JK) 4
- Refreshment Risk Management Certification (SMR) Qualification Level (JK) 7 for Directors and SEVP
- Refreshment of Risk Management Certification (SMR) Qualification Level (JK) 6 for the Board of Commissioners
- Fraud Risk Management Professional Certification
- Internal Audit Certification Level 4 Auditor for ORIC
- Enterprise Risk Management Accredited Professional (ERMAP) Certification
- ISSB Standards Training Course Certification
- Certified Anti-Fraud Governance (CAFG)
- Certified Corporate Risk Analyst (CCRA)
- Certified Anti-Fraud Professional (CAFP)
- Refreshment Certified Chief Information Security Officer (C|CISO)
- Refreshment Certified Anti-Fraud Manager (CAFM)
- Refreshment Training Methodology Certification

2. **Training and Socialization**, which are structured through Learning Needs Analysis (LNA) to ensure alignment with organizational needs and competency standards.

   The Trainings and Socializations organized by the Risk Academy unit in 2025 include:
   - Calculated, Mitigated Training for Healthy Loan Growth (CollaboRisC)
   - Risk Management Training in Fintech Partnership: Ensuring Secure and Sustainable Channeling
   - Analytical Hierarchy Process (AHP) Remodeling Internal Rating Based Workshop
   - Onboarding Retail Productive Credit Risk (RPR)
   - Credit Quality Improvement Strategy (Restructuring) for 2025
   - Workshop Implementation of Risk Management Model (MRM)
   - Market Risk
   - Basic Asset & Liabilities Management (ALMA) with Simulation
   - Refreshment of Internal Liquidity Adequacy Assessment Process (ILAAP)
   - Liquidity Risk Management and Interest Rate Risk
   - Workshop on Business Process Management (BPM) Development, Control Self-Assessment (CSA) Implementation, and Awareness Session on ICOFR (Internal Control Over Financial Reporting) Implementation
   - Workshop on Business Continuity Management Procedure Development
   - Refreshment & Enhancement of ORIC – SORX Competency
   - Anti-Fraud Awareness Webinar "Strengthening Anti-Fraud Awareness through the Implementation of POJK No. 12 of 2024 for LJK"
   - Refreshment on Risks & Frauds in International Trade
   - Seminar on Cross-Sector Strategies for Senior Risk Managers in Digital Transformation
   - JP Morgan Banking Seminar in the UK: "The Cross-Border Payment Landscapes, Economic Outlook, Industry Development, Future Proofing Trade Operations, Compliance Overview and Best Practices, Cyber and Fraud Protection"
   - Workshop on IT Project Development: Risk Management Information System (RMIS)
   - Cybercrime Seminar: Cyber Security Threats and Solutions
   - Membership in the Open Compliance & Ethics Group (OCEG)
   - Greenhouse Gas (GHG) Calculation, Mitigation, Audit, and Reporting Training
   - BNI Waste Management Webinar: Road to Zero Waste: Let's Sort, Recycle, and Reuse!
   - IFRS S1 and S2 Implementation Workshop
   - Executive Forum on Sustainability Transformation in Action
   - International Seminar "Addressing Climate Risk Analysis in Financial Stability Assessment"
   - ESG Series Webinar: Understanding Sustainability Financing
   - Indonesian Palm Oil Conference (IPOC) 2025
   - Risk Management Body Webinar: Dive Into Sustainability Disclosure

3. **E-Learning Method**, which is risk management education conducted independently by all BNI employees through the BNISmarter portal. This aims to increase the knowledge and risk awareness of all BNI employees through materials that have been prepared as learning materials, including those related to:
   - Risk Awareness of Consumer Credit, Productive Credit SCF (Supply Chain Financing)
   - Operational Risk Management
   - Internal Control over Financial Reporting (ICOFR)
   - Business Continuity Management (BCM)
   - Third Party Risk Management (TPRM)
   - Case Information System (SIKA)
   - Anti Fraud Awareness (AFA)

RISK MANAGEMENT ACTIVITY REPORT 2025

In relation to the implementation of effective and efficient risk management, risk management has been carried out through several risk management activities, as follows:

1. **Individual BNI Risk Management Activity Report**
   Throughout 2025, BNI implemented various integrated risk management activities to strengthen governance, maintain financial resilience, and support sustainable business growth, among others:

   a. **Strengthening Risk Governance**
   BNI conducted periodic reviews of the Risk Appetite Statement (RAS), Risk Profile parameters, and Bank Soundness Level, as well as improvements to risk management policies and procedures, to ensure alignment with business dynamics, external conditions, and regulatory provisions.

   b. **Risk Management Maturity and Integration Assessment**
   The Risk Maturity Index (RMI) assessment was conducted for BNI and all subsidiaries to measure the effectiveness of risk management implementation, identify areas for strengthening, and encourage the integration of risk management at the group level.

   c. **New Product and Activity Risk Management**
   BNI performed risk analysis and assessment on the development of products and business activities, including monitoring the follow-up of risk mitigations, to ensure that every innovation is implemented safely, prudently, and in accordance with good risk governance principles.

   d. **Strengthening Capital Resilience**
   The calculation of Risk-Weighted Assets (RWA) and the execution of credit risk stress testing were conducted to assess the Bank's capital resilience, ensure capital adequacy, and enhance the Bank's readiness in facing extreme scenarios.

   e. **Integrated Credit Risk Management**
   Credit risk management was carried out through reviews of Loan Exposure Limits (LEL), monitoring of credit risk appetite, strengthening credit risk data and systems management, monitoring economic sectors and debtors, as well as refining the PSAK 109 (IFRS 9) methodology to maintain asset quality and provisioning accuracy.

   f. **Market and Interest Rate Risk Management**
   Market risk monitoring was conducted through Value at Risk (VaR) measurement, stress testing, early warning systems, and the measurement of Interest Rate Risk in the Banking Book (IRRBB) to manage the impact of market volatility and interest rate changes on financial performance.

   g. **Liquidity Risk Management**
   BNI performed liquidity limit reviews and periodic monitoring of key liquidity indicators, including the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR), to ensure liquidity adequacy and the stability of the funding structure.

   h. **Recovery Readiness and Business Resilience**
   The update of the Recovery Action Plan was conducted periodically to ensure the Bank's readiness in facing crisis conditions, maintaining business continuity, and protecting the interests of stakeholders.

   i. **IT, Digital, and Cyber Risk Management**
   The strengthening of IT & Digital risk governance was carried out through risk assessments, thematic cyber security reviews, maturity level measurements, cyber resilience testing, and the provision of risk advisory on the Bank's strategic digital projects.

   j. **Strengthening Overseas Offices Risk Management**
   BNI enhanced the risk management of Overseas Offices (KLN) to ensure consistent and integrated risk management.

   k. **Operational Risk Management**
   BNI strengthened the Operational Risk Management Framework to achieve the bank's business goals and strategies through optimal operational risk management. Tools & Capabilities have been established and are executed by line business units together with Independent Units. Furthermore, there was a strengthening in the implementation of Business Continuity Management and Third-Party Risk Management. Risk Awareness serves as the foundation of the framework, and the implementation of the framework in operational processes and/or the development

of new products/activities is continuously ensured to remain within Risk Appetite limits.

2. **BNI Risk Management Activity Report on Consolidated and Integrated**
   As a Financial Conglomerate Parent Company, BNI implements consolidated and integrated risk management to ensure that all risk exposures at the parent entity and Subsidiary Company levels are managed prudently and in line with business strategies and regulatory requirements. Throughout 2025, the main activities carried out include:

   a. **Strengthening Integrated Risk Appetite**
      Preparation and review of the Integrated Risk Appetite Statement (RAS) as a guideline for the risk level acceptable to the BNI Financial Conglomerate in achieving strategic objectives and business goals on a consolidated basis.

   b. **Review of Integrated Risk and Capital Policies**
      Review of the General Integrated Risk Management Policy and Integrated Capital Policy to ensure alignment of risk management and capital adequacy at the conglomerate level.

   c. **Integrated and Consolidated Risk Profile Assessment**
      Preparation and submission of the Integrated Risk Profile Assessment to the regulator to obtain a comprehensive overview of the conglomerate's risk exposure and the quality of its controls.

   d. **Assessment of Bank Soundness Level on a Consolidated Basis**
      Assessment of the Bank Soundness Level is conducted on a consolidated basis by considering the interrelationship between risks, the implementation of governance, profitability, and the capital of all consolidated entities.

   e. **Integrated Capital Management**
      Calculation of the Minimum Capital Adequacy Requirement (KPMM) on a consolidated and integrated basis to ensure the conglomerate's capital structure remains adequate, in line with the risk profile and regulatory provisions.

   f. **Strengthening the Integrated Early Warning System**
      Review of the Leading Risk Indicator (LRI) methodology and the Integrated Risk Profile methodology to ensure that risk indicators remain relevant, sensitive, and reflective of the conglomerate's business dynamics.

   g. **Integrated Risk and Coordination Forum**
      Execution of quarterly integrated discussion forums as a means of coordination between Subsidiaries in discussing strategic business issues and risks at the conglomerate level.

   h. **Monitoring of the Integrated Risk Maturity Index (RMI)**
      Execution of routine checkpoints on the progress of the Risk Maturity Index (RMI) assessment for all Subsidiaries as well as coordination of follow-up actions on improvement recommendations as a function of the Main Entity's monitoring.

SIMULATION OF WORST CONDITIONS AND STRESS TESTING

Stress testing is one of the risk management instruments used by BNI to evaluate the impact of an extreme but plausible scenario on the Bank's financial condition. The implementation of stress testing is carried out periodically as a basis for consideration in decision-making by the Board of Directors and the Board of Commissioners, as well as in compliance with applicable regulatory provisions.

In addition to being a basis for regulatory compliance, stress testing also aims to estimate the magnitude of potential losses that may arise, assess the resilience of the Bank's capital in absorbing these losses, and identify necessary mitigation steps to maintain capital stability. In terms of liquidity, stress testing is used to measure the adequacy of the Bank's liquid assets to fulfill obligations, both contractual and behavioral.

In its implementation, BNI carries out 2 (two) stress testing approaches, namely scenario stress testing using historical or hypothetical scenarios to measure the impact of extreme conditions, and sensitivity analysis to test the sensitivity of the Bank's exposure and risks to changes in certain variables or parameters. Stress testing covers the main types of risk, namely Credit Risk, Market Risk, and Liquidity Risk, where the calculations use statistical models and financial models developed based on historical data and hypothetical assumptions.

The results of stress testing carried out throughout 2025 show that BNI's capital is at an adequate level to absorb potential losses, and liquidity remains maintained through responsive asset and liability management as well as the readiness of funding policies. In line with this, BNI has established risk mitigation steps to anticipate possible pressures that may occur in the future.

RECOVERY ACTION PLAN

The Recovery Action Plan is a strategic document that contains steps to anticipate and address the Bank's potential financial problems. This document is prepared and reviewed periodically in compliance with OJK Regulation Number 5 of 2024 and reflects the commitment of the Bank, controlling shareholders, and related parties to handle financial pressure using a prudent business approach and the utilization of internal resources.

The objectives of preparing the Recovery Action Plan are to ensure that the Bank:
1. Possesses an adequate plan in facing potential financial problems;
2. Has established recovery options that are feasible and measurable; and
3. Possesses mechanisms for the implementation, evaluation, testing (stress testing), and continuous updating of the plan.

Actions to be Taken in the Event of Financial Problems at BNI

Monitoring and escalation are conducted periodically (monthly) by comparing the realization of indicators against established thresholds. The monitoring results are reported to the Risk Management Director and the relevant Board of Directors. In the event of a threshold breach, escalation is made to the Steering Committee and the Recovery Management Team is activated.

Under activation conditions, the Recovery Management Team executes the following steps:
1. Analysis of the causes of indicator deviations;
2. Preparation of recovery options that are feasible and measurable;
3. Submission of recommendations to the Steering Committee for approval by the Board of Directors; and
4. Gradual implementation of recovery options until conditions return to normal.

In its implementation, BNI ensures the team's readiness to act swiftly, internal problem handling to minimize impact on stakeholders, and the implementation of effective and transparent communication if the problem has a broad impact.

Management Mechanism for Potential Negative Market Reactions

The implementation of the Recovery Action Plan has the potential to create negative perceptions in the market that could affect public trust. To mitigate this risk, BNI has formed a Communication Sub-Team as part of the Recovery Management Team, with the primary mandate of managing reputation risk and strategic communication in a coordinated manner.

The roles of the Communication Sub-Team include:
1. Managing potential reputation risk and negative market perceptions;
2. Formulating consistent, accurate, and controlled communication messages;
3. Performing strategic coordination with regulators, the media, and key stakeholders; and
4. Maintaining message uniformity across all organizational levels.

The communication steps implemented include:
1. Consolidation of internal information to ensure alignment of facts and messages;
2. Establishment of key messages as a reference for communication; and
3. Delivery of information through official spokespersons and relevant communication channels in a measured and coordinated manner.

As a form of compliance with regulatory provisions, BNI has submitted the 2025/2026 Recovery Action Plan Document to the Financial Services Authority (OJK) according to the established schedule.

RESOLUTION PLAN

In addition to preparing the Recovery Action Plan, BNI prepared its first Resolution Plan in 2022 and submitted it to the Indonesia Deposit Insurance Corporation (LPS) as the resolution authority in Indonesia. The Resolution Plan is a strategic document containing the handling plan by LPS should the Bank be designated as a Bank in Resolution, and is prepared in accordance with LPS Regulation Number 2 of 2024.

The Resolution Plan is reviewed every two years or whenever significant changes occur in the Bank's financial condition that impact assets, liabilities, and/or equity. This document reflects the commitment of the Bank and relevant stakeholders to support an effective resolution process, minimize systemic risk, and reduce the use of public funds in the implementation of the resolution.

The Resolution Plan is utilized if the recovery efforts in the Recovery Action Plan fail to restore the Bank's condition to meet minimum regulatory requirements. This document is aligned with the Recovery Action Plan and is supplemented with an analysis of resolution options, potential obstacles, and communication strategies before the resolution authority handles the Bank's solvency issues.

In 2025, BNI was not required to submit a periodic Resolution Plan because the changes in Total Assets, Total Liabilities, and Total Equity in the audited published financial statements as of June 30, 2024, compared to June 30, 2022, were below the material threshold of 20%. The assessment will be conducted again in 2026.

CLIMATE RISK STRESS TEST (CRST)

The Climate Risk Stress Test (CRST) aims to analyze and evaluate the impact of climate change on the financial performance and soundness level of financial institutions, referring to the Climate Risk Management Systems (CRMS) guidelines issued by OJK and the Network for Greening the Financial System (NGFS). BNI has reported the results of the Climate Risk Stress Test (CRST) calculation in accordance with OJK's directives, covering all credit sectors and all segments.

In an effort to support the commitment to sustainability and climate change mitigation, BNI has developed a Climate Risk Stress Test (CRST) Tool. This tool is designed to assist BNI in performing CRST calculations. The scenarios used in the stress test include orderly (Net Zero 2050), disorderly (delayed transition), and hot house world (current policies) scenarios with short-term (years 2025, 2026, 2027) and long-term (years 2030, 2040, and 2050) time horizons.

Risk Exposure Disclosure

1. CREDIT RISK

Disclosure of Qualitative Information related to Credit Risk in General

Description	Definition
Qualitative Information related to Credit Risk in General	Disclosure of Qualitative Information related to Credit Risk in General has been submitted through the Risk Management Implementation Report for Credit Risk as part of the Bank's Health Level Report for the period December 31, 2024.

Disclosure of Credit Quality of Assets

1) Disclosure of Credit Quality of Assets - Bank Only

(in million Rupiah)

		December 31, 2025						
		Gross Carrying Amount		Allowances for Impairment Losses (d+e)	CKPN		Allowances for Impairment Losses (IRB Approach)	Net Value Past Due (a+b+c)
		Past Due Receivables	Past Undue Receivables		Stage 2 and Stage 3	Stage 1		
		a	b	c	d	e	f	g
1	Loan	17.214.543	865.798.834	35.090.063	31.230.074	3.859.989		847.923.314
2	Securities	245.568	163.035.035	44.176	-	44.176		163.236.427
3	Administrative Account Transactions	608.000	206.530.617	-	-	-		207.138.616
4	Total	18.068.111	1.235.364.486	35.134.239	31.230.074	3.904.165		1.218.298.357

2) Disclosure of Credit Quality of Assets - Bank Consolidated with Subsidiaries

(in million Rupiah)

		December 31, 2025						
		Gross Carrying Amount		Allowances for Impairment Losses (d+e)	CKPN		Allowances for Impairment Losses (IRB Approach)	Net Value Past Due (a+b+c)
		Past Due Receivables	Past Undue Receivables		Stage 2 dan Stage 3	Stage 1		
		a	b	c	d	e	f	g
1	Loan	17.320.613	882.460.982	35.860.626	31.941.966	3.918.660		863.920.970
2	Securities	245.568	168.215.194	44.176	-	44.176		168.416.586
3	Administrative Account Transactions	608.000	210.721.315	-	-	-		211.329.314
4	Total	18.174.181	1.261.397.491	35.904.802	31.941.966	3.962.836		1.243.666.870

Disclosure of Changes in Loan and Past Due Securities

1) Disclosure of Changes in Loan and Past Due Securities - Bank Only

(in million Rupiah)

		December 31, 2025
		a
1	Past Due Loan and Securities on last reporting period	14.964.404
2	Past Due Loan and Securities since last reporting period	11.855.016
3	Past Undue Loan and Securities that return to receivables	380.048
4	Write-Off Value	15.397.992
5	Other Movements	6.418.731
6	Past Due Loan and Securities on last reporting period (1+2-3-4+5)	17.460.111

2) Disclosure of Changes in Loan and Past Due Securities - Bank Consolidated with Subsidiaries

(in million Rupiah)

		December 31, 2025
		a
1	Past Due Loan and Securities on last reporting period	15.049.557
2	Past Due Loan and Securities since last reporting period	11.856.339
3	Past Undue Loan and Securities that return to receivables	380.048
4	Write-Off Value	15.397.992
5	Other Movements	6.438.326
6	Past Due Loan and Securities on last reporting period (1+2-3-4+5)	17.566.182

Additional Disclosures regarding Credit Quality of Assets (CRB)

A. QUALITATIVE

Based on additional disclosures related to Credit Quality of Assets, "Paid Claims" refers to the portfolio category of matured claims as stated in Appendix A of Financial Services Authority Circular Letter No. SEOJK 24/SEOJK.03/2021. Meanwhile, the definition of "Claims that Have Impaired Value" are claims that have been identified as having decreased value, namely at stage 2 (unfavorable assets) and stage 3 (unfavorable assets). There are also "Claims that are past due (more than 90 days), which are not considered to have decreased in value." This can happen if there are claims that meet "Paid Claims" but are still at stage 1.

As a form of commitment to the convergence of International Financial Reporting Standards (IFRS), the Financial Accounting Standards Board of the Indonesian Accountants Association (DSAK IAI) has ratified PSAK 109 concerning Financial Assets. PSAK 109 was ratified by adopting IFRS 9, which contains the concept of calculating future credit losses (ECL). The model development process at BNI has been carried out by the model development team and validated by external and internal validators. The ECL determination is classified for each segment with the aim of classifying debtors who have similar characteristics so that a more accurate Probability of Default (PD) projection used in the ECL calculation is obtained.

The model used in forming bank CKPN is:
- The transition matrix model is a modeling method that uses changes in the quality of productive assets in a certain period as its basis.
- The Bayesian Scalar Model is a PD calculation model for assets that have an internal rating.
- The Vasicek model is applied for segmentation that relies on external ratings in the modeling process.

The CKPN calculation for assets classified as Amortized Cost will be calculated using different forward-looking horizons according to each risk level (staging), namely for the next 12 months for stage 1 (performing), as well as over the life of the claim (lifetime) for stage 2 (under performing) and stage 3 (non-performing). Stage is determined by the presence of a Significant Increase in Credit Risk (SICR), and also debtor staging is determined based on a combination of:
1. Internal Rating
2. External Rating
3. Historical Restructuring
4. Determination of Interest

B. QUANTITATIVE

Disclosure of Net Receivables by Region

1) Disclosure of Net Receivables by Region - Bank Only

No.	Portfolio Category	December 31, 2025					
		Net Receivables by Region					
		Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Office Overseas	Total
a	b	c	d	e	f	g	h
1	Government Receivables	-	31	601	258.728.551	36.847.466	295.576.649
2	Public Sector Entities Receivables	12.871.391	1.081.192	12.044.142	138.152.550	131.532	164.280.807
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4	Bank Receivables	1.750.777	272.503	712.520	64.147.894	16.309.160	83.192.854
5	Receivables in the form of Covered Bond	-	-	-	-	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	6.374	67.034	122.900	26.720.088	-	26.916.396
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	124.213	-	124.213
8	Loans Secured by Residential Property	18.101.475	14.734.606	28.137.814	13.384.503	951	74.359.349
9	Loans Secured by Commercial Real Estat	2.374.371	1.545.360	4.746.519	1.608.560	116	10.274.926
10	Loan by Land Acquisition, Land Processing and Construction	44.470	113.359	67.282	-	-	225.111
11	Loan by Employee or Pensioner	12.799	8.019	30.164	18.314	161	69.457
12	Micro Business, Small Business, and Retail Portfolio Receivables	33.475.490	28.470.459	44.205.524	57.888.507	5.121	164.045.101
13	Corporate Receivables	112.153.433	58.873.935	75.942.282	200.585.790	29.681.076	477.236.516
14	Past Due Receivables	797.433	1.406.349	2.538.309	1.435.986	162.384	6.340.461
15	Other Assets	3.320.024	2.394.203	4.576.611	48.976.748	980.250	60.247.836
	Total	**184.908.037**	**108.967.050**	**173.124.668**	**811.771.704**	**84.118.217**	**1.362.889.676**

((in million Rupiah)

	December 31, 2025					
	Net Receivables by Region					
	Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Office Overseas	Total
	i	j	k	l	m	n
	-	-	785	184.109.560	33.143.596	217.253.942
	12.322.735	1.402.504	17.535.577	84.741.113	252.632	116.254.562
	-	-	-	-	-	-
	1.068.538	300.235	600.519	55.819.668	17.723.021	75.511.980
	-	-	-	-	-	-
	11.751	30.780	127.865	22.591.270	-	22.761.666
	-	-	-	125.414	-	125.414
	16.034.236	13.893.589	26.430.354	12.387.584	1.277	68.747.040
	2.483.944	1.800.790	4.705.684	948.387	121	9.938.925
	20.714	64.163	37.933	3.574	-	126.384
	18.157	12.289	41.048	23.693	589	95.776
	30.727.844	27.142.642	43.117.273	49.463.919	5.318	150.456.996
	86.920.107	51.892.889	76.481.853	171.093.620	30.243.183	416.631.652
	851.162	671.850	2.730.336	1.461.537	528.666	6.243.552
	3.404.335	2.529.343	4.737.764	46.828.647	779.439	58.279.529
	153.863.523	**99.741.074**	**176.546.991**	**629.597.988**	**82.677.842**	**1.142.427.417**

2) Disclosure of Net Receivables by Region - Bank Consolidated with Subsidiaries

No.	Portfolio Category	December 31, 2025					
		Net Receivables by Region					
		Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Office Overseas	Total
a	b	c	d	e	f	g	h
1	Government Receivables	-	31	601	268.490.176	36.847.466	305.338.274
2	Public Sector Entities Receivables	12.871.391	1.081.192	12.044.142	138.152.550	131.532	164.280.807
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4	Bank Receivables	1.819.916	272.503	715.337	65.251.441	16.309.160	84.368.357
5	Receivables in the form of Covered Bond	-	-	-	-	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	6.374	67.034	122.900	26.759.940	-	26.956.248
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	764.814	-	764.814
8	Loans Secured by Residential Property	18.161.251	14.737.257	28.329.478	14.178.311	951	75.407.248
9	Loans Secured by Commercial Real Estat	2.475.458	1.604.352	5.720.427	4.892.235	116	14.692.588
10	Loan by Land Acquisition, Land Processing and Construction	44.470	113.359	67.282	-	-	225.111
11	Loan by Employee or Pensioner	12.799	8.019	30.164	18.314	161	69.457
12	Micro Business, Small Business, and Retail Portfolio Receivables	33.489.592	28.510.252	44.213.291	63.318.283	5.121	169.536.539
13	Corporate Receivables	112.171.374	58.873.935	76.095.691	207.725.452	29.681.076	484.547.528
14	Past Due Receivables	806.460	1.406.349	2.545.700	1.437.140	162.384	6.358.033
15	Other Assets	3.320.024	2.394.203	4.576.611	50.754.813	980.250	62.025.901
	Total	**185.179.109**	**109.068.486**	**174.461.624**	**841.743.469**	**84.118.217**	**1.394.570.905**

(dalam jutaan Rupiah)

	December 31, 2024					
	Net Receivables by Region					
	Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Office Overseas	Total
	i	j	k	l	m	n
	-	-	785	189.119.165	33.143.596	222.263.546
	12.322.735	1.402.504	17.535.577	84.741.113	252.632	116.254.562
	-	-	-	-	-	-
	1.102.247	300.235	607.766	58.172.922	17.723.021	77.906.191
	-	-	-	-	-	-
	11.751	30.780	127.865	22.928.960	-	23.099.356
	-	-	-	748.360	-	748.360
	16.093.555	13.893.589	26.528.258	13.051.092	1.277	69.567.770
	2.569.429	1.800.790	5.348.553	4.251.399	121	13.970.291
	20.714	64.163	37.933	3.574	-	126.384
	18.157	12.289	41.048	23.693	589	95.776
	30.755.423	27.142.642	43.125.823	55.248.729	5.318	156.277.934
	86.935.034	51.892.889	76.684.309	175.441.797	30.243.183	421.197.211
	851.177	671.850	2.730.543	1.462.956	528.666	6.245.192
	3.404.335	2.529.343	4.737.764	47.863.388	779.439	59.314.270
	154.084.556	**99.741.074**	**177.506.223**	**653.057.148**	**82.677.842**	**1.167.066.842**

Disclosure of Net Receivables by Economic Sector

1) Disclosure of Net Receivables by Economic Sector - Bank Only

No.	Economic Sectors	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
a	b	c	d	e	f	g	h	
	December 31, 2025							
1	Agriculture, Forestry, and Fisheries	-	6.591.571	-	-	-	-	
2	Mining and Extracting	-	3.673.906	-	-	-	-	
3	Processing Industry	-	11.366.976	-	-	-	-	
4	Electricity, Gas, Hot Water and Cold Water	-	19.393.095	-	-	-	-	
5	Water Management, Waste Management, Garbage Management and Recycling	-	-	-	-	-	-	
6	Construction	-	57.379.432	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	20.824.319	-	-	-	-	
8	Transportation & Warehousing	-	7.931.698	-	-	-	-	
9	Accommodation and Restaurants	-	-	-	-	-	-	
10	Information and Communications	-	2.653.432	-	-	-	-	
11	Finance and Insurance Activities	-	12.649.334	-	83.192.854	-	26.916.396	
12	Real Estate	-	138.206	-	-	-	-	
13	Professional, Science, and Technical Activities	-	100.077	-	-	-	-	
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	40.089	-	-	-	-	
15	Government, Defense, and Mandatory Social Security Administration	295.576.649	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-	
19	Other Services Activities	-	-	-	-	-	-	
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	

(in million Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	i	j	k	l	m	n	o	p	q
	-	320.230	430.125	-	-	6.597.359	35.415.779	193.720	-
	-	45.713	9.864	-	-	493.194	61.610.849	41.002	-
	-	806.877	569.894	-	-	4.677.071	116.700.725	1.668.530	-
	-	27.115	3.590	-	-	154.955	24.288.652	63.126	-
	-	7.161	2.528	-	-	67.666	245.269	2.448	-
	-	287.017	105.774	225.111	-	2.347.556	52.423.423	120.566	-
	-	5.572.095	2.851.867	-	-	37.394.407	42.695.603	2.044.670	-
	-	249.968	178.212	-	-	2.681.443	21.001.394	103.006	-
	-	636.730	917.929	-	-	2.675.105	12.574.221	182.614	-
	-	32.547	8.245	-	-	235.783	25.829.817	17.858	-
	-	3.844	-	-	-	214.648	6.121.059	438	-
	-	189.615	179.899	-	-	978.514	21.325.052	27.168	-
	-	24.859	5.290	-	-	135.037	6.823.527	8.662	-
	-	174.074	731.428	-	-	1.639.350	5.047.399	73.430	-
	-	-	-	-	-	15.707	190.825	-	-
	-	21.489	10.468	-	-	198.369	209.073	85.137	-
	-	112.168	35.228	-	-	628.345	2.683.002	3.201	-
	-	20.170	9.904	-	-	275.830	158.123	5.198	-
	-	322.845	173.325	-	-	1.414.948	306.503	8.069	-
	-	3.169	3.104	-	-	11.706	809	322	-

1) Disclosure of Net Receivables by Economic Sector - Bank Only

No.	Economic Sectors	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
21	International Agencies and Other Extra-International Agencies Activities	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non-Business	-	21.538.673	-	-	-	-	
24	Others	-	-	-	-	-	-	
	Total	**295.576.649**	**164.280.808**	**-**	**83.192.854**	**-**	**26.916.396**	

No.	Economic Sector	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
a	b	c	d	e	f	g	h	
	December 31, 2024							
1	Agriculture, Forestry, and Fisheries	-	6.613.154	-	-	-	-	
2	Mining and Extracting	-	3.295.440	-	-	-	-	
3	Processing Industry	-	11.026.822	-	-	-	-	
4	Electricity, Gas, Hot Water and Cold Water	-	8.740.803	-	-	-	-	
5	Water Management, Waste Management, Garbage Management and Recycling	-	-	-	-	-	-	
6	Construction	-	18.679.143	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	19.853.423	-	-	-	-	
8	Transportation & Warehousing	-	8.944.218	-	-	-	-	
9	Accommodation and Restaurants	-	-	-	-	-	-	
10	Information and Communications	-	4.176.020	-	-	-	-	
11	Finance and Insurance Activities	-	7.919.390	-	75.511.980	-	22.761.666	
12	Real Estate	-	179.999	-	-	-	-	
13	Professional, Science, and Technical Activities	-	56.113	-	-	-	-	
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	781.160	-	-	-	-	

(in million Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	-	-	-	-	-	6.216	-	161	-
	-	62.829.181	3.843.827	-	64.715	26.378.553	-	1.278.349	-
	-	2.672.484	204.423	-	4.742	74.823.339	41.585.412	412.785	-
	124.213	-	-	-	-	-	-	-	60.247.835
	124.213	**74.359.351**	**10.274.924**	**225.111**	**69.457**	**164.045.101**	**477.236.516**	**6.340.460**	**60.247.835**

(in million Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	i	j	k	l	m	n	o	p	q
	-	319.377	523.018	-	-	6.910.141	32.755.788	399.750	-
	-	64.347	11.656	-	-	422.398	46.888.910	96.920	-
	-	739.596	592.462	-	-	5.017.545	121.259.755	1.596.233	-
	-	19.933	6.983	-	-	123.061	22.271.932	11.161	-
	-	5.283	4.810	-	-	81.923	274.462	2.548	-
	-	254.865	100.273	126.384	-	2.242.783	31.003.021	137.408	-
	-	5.076.309	3.347.718	-	-	36.304.902	37.521.753	1.638.965	-
	-	244.609	160.457	-	-	2.724.648	17.713.644	298.799	-
	-	420.587	1.115.284	-	-	2.782.526	12.617.503	185.089	-
	-	36.057	6.925	-	-	203.695	20.225.737	39.747	-
	-	3.065	-	-	-	73.304	8.539.128	534	-
	-	108.013	205.093	-	-	906.757	18.794.183	35.761	-
	-	23.723	4.619	-	-	162.435	455.956	7.019	-
	-	148.986	69.453	-	-	1.448.011	4.702.364	155.150	-

No.	Economic Sector	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
15	Government, Defense, and Mandatory Social Security Administration	217.253.942	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-	
19	Other Services Activities	-	-	-	-	-	-	
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	
21	International Agencies and Other Extra-International Agencies Activities	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non-Business	-	25.988.877	-	-	-	-	
24	Others	-	-	-	-	-	-	
	Total	**217.253.942**	**116.254.562**	**-**	**75.511.980**	**-**	**22.761.666**	

(in million Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	-	-	-	-	-	9.506	2.154	9	-
	-	8.244	15.340	-	-	184.828	361.464	2.729	-
	-	96.497	58.627	-	-	609.176	2.159.295	12.371	-
	-	16.868	14.561	-	-	258.956	403.911	5.968	-
	-	134.215	182.662	-	-	930.305	239.025	2.468	-
	-	3.048	4.400	-	-	8.641	933	528	-
	-	-	-	-	-	8.062	-	382	-
	-	53.216.181	3.153.528	-	88.541	24.114.153	-	819.406	-
	-	7.807.240	361.055	-	7.235	64.929.241	38.440.734	794.606	-
	125.414	-	-	-	-	-	-	-	58.279.529
	125.414	**68.747.040**	**9.938.925**	**126.384**	**95.776**	**150.456.996**	**416.631.652**	**6.243.552**	**58.279.529**

2) Disclosure of Net Receivables by Economic Sector - Bank Consolidated with Subsidiaries

No.	Economic Sector	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
a	b	c	d	e	f	g	h	
	31 Desember 2025							
1	Agriculture, Forestry, and Fisheries	-	6.591.571	-	-	-	-	
2	Mining and Extracting	-	3.673.906	-	-	-	-	
3	Processing Industry	-	11.366.976	-	-	-	-	
4	Electricity, Gas, Hot Water and Cold Water	-	19.393.095	-	-	-	-	
5	Water Management, Waste Management, Garbage Management and Recycling	-	-	-	-	-	-	
6	Construction	-	57.379.432	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	20.824.319	-	-	-	-	
8	Transportation & Warehousing	-	7.931.698	-	-	-	-	
9	Accommodation and Restaurants	-	-	-	-	-	-	
10	Information and Communications	-	2.653.432	-	-	-	-	
11	Finance and Insurance Activities	-	12.649.334	-	84.368.357	-	26.931.248	
12	Real Estate	-	138.206	-	-	-	-	
13	Professional, Science, and Technical Activities	-	100.077	-	-	-	-	
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	40.089	-	-	-	-	
15	Government, Defense, and Mandatory Social Security Administration	305.338.273	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-	
19	Other Services Activities	-	-	-	-	-	-	
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	

(dalam jutaan Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	i	j	k	l	m	n	o	p	q
	-	348.818	796.982	-	-	6.647.664	35.423.747	193.720	-
	-	45.713	15.405	-	-	493.220	61.610.849	41.002	-
	-	977.684	2.086.911	-	-	4.693.901	117.757.099	1.672.195	-
	-	27.115	3.590	-	-	155.126	24.945.886	63.126	-
	-	7.161	141.802	-	-	67.666	245.269	2.448	-
	-	329.001	231.552	225.111	-	2.351.086	52.427.662	124.269	-
	-	6.088.450	3.951.248	-	-	38.318.493	43.872.796	2.051.875	-
	-	272.118	349.023	-	-	2.731.428	21.282.826	106.002	-
	-	651.760	1.089.973	-	-	2.684.039	12.601.213	182.614	-
	-	106.301	179.906	-	-	238.795	25.971.876	17.858	-
	-	3.844	5.579	-	-	237.839	8.074.697	438	-
	-	191.000	395.867	-	-	1.105.043	21.377.579	27.168	-
	-	33.094	12.454	-	-	135.943	7.053.627	8.662	-
	-	181.116	787.740	-	-	1.641.460	5.217.124	73.430	-
	-	-	-	-	-	15.745	190.825	-	-
	-	21.489	14.904	-	-	198.432	209.073	85.137	-
	-	129.175	35.228	-	-	628.377	2.683.002	3.201	-
	-	43.355	26.184	-	-	275.839	158.123	5.198	-
	-	347.392	215.776	-	-	1.467.327	358.298	8.069	-
	-	3.169	3.120	-	-	11.706	809	322	-

2) Disclosure of Net Receivables by Economic Sector - Bank Consolidated with Subsidiaries

No.	Economic Sector	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
21	International Agencies and Other Extra-International Agencies Activities	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non-Business	-	21.538.673	-	-	-	-	
24	Others	-	-	-	-	-	25.000	
	Total	**305.338.273**	**164.280.808**	**-**	**84.368.357**	**-**	**26.956.248**	

No.	Economic Sector	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
a	b	c	d	e	f	g	h	
	December 31, 2024							
1	Agriculture, Forestry, and Fisheries	-	6.613.154	-	-	-	-	
2	Mining and Extracting	-	3.295.440	-	-	-	-	
3	Processing Industry	-	11.026.822	-	-	-	-	
4	Electricity, Gas, Hot Water and Cold Water	-	8.740.803	-	-	-	-	
5	Water Management, Waste Management, Garbage Management and Recycling	-	-	-	-	-	-	
6	Construction	-	18.679.143	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	19.853.423	-	-	-	-	
8	Transportation & Warehousing	-	8.944.218	-	-	-	-	
9	Accommodation and Restaurants	-	-	-	-	-	-	
10	Information and Communications	-	4.176.020	-	-	-	-	
11	Finance and Insurance Activities	-	7.919.390	-	77.906.191	-	23.036.903	
12	Real Estate	-	179.999	-	-	-	-	
13	Professional, Science, and Technical Activities	-	56.113	-	-	-	-	
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	781.160	-	-	-	-	

(dalam jutaan Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	-	-	-	-	-	6.219	-	161	-
	-	62.866.528	3.845.457	-	64.715	26.396.201	-	1.278.352	-
	-	2.672.484	204.423	-	4.742	78.864.731	41.585.412	412.785	-
	764.814	60.481	299.462	-	-	170.260	1.499.736	-	62.025.900
	764.814	**75.407.248**	**14.692.586**	**225.111**	**69.457**	**169.536.540**	**484.547.528**	**6.358.032**	**62.025.900**

(in million Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	i	j	k	l	m	n	o	p	q
	-	331.775	860.635	-	-	6.973.122	32.755.788	399.750	-
	-	69.642	31.209	-	-	423.042	46.888.910	96.920	-
	-	888.518	2.251.131	-	-	5.112.466	121.971.793	1.596.233	-
	-	19.933	189.307	-	-	124.700	22.271.932	11.161	-
	-	5.283	5.295	-	-	82.391	416.601	2.548	-
	-	286.369	189.144	126.384	-	2.252.021	31.008.351	137.408	-
	-	5.387.257	4.324.917	-	-	37.656.529	38.311.805	1.638.980	-
	-	253.898	163.165	-	-	2.767.036	18.118.195	299.244	-
	-	445.925	1.197.576	-	-	2.801.532	12.658.653	185.089	-
	-	36.811	77.613	-	-	204.690	20.349.054	39.747	-
	-	3.065	9.186	-	-	83.128	8.915.005	534	-
	-	109.049	484.174	-	-	907.559	19.003.549	36.223	-
	-	94.756	13.401	-	-	163.671	815.888	7.019	-
	-	168.536	130.054	-	-	1.448.813	4.763.037	155.150	-

No.	Economic Sector	Government Receivables	Public Sector Entities Receivables	Development Banks and International Institutions Receivables	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	
15	Government, Defense, and Mandatory Social Security Administration	222.263.546	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-	
19	Other Services Activities	-	-	-	-	-	-	
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	
21	International Agencies and Other Extra-International Agencies Activities	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non-Business	-	25.988.877	-	-	-	-	
24	Others	-	-	-	-	-	62.453	
	Total	**222.263.546**	**116.254.562**	**-**	**77.906.191**	**-**	**23.099.356**	

(in million Rupiah)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner	Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
	-	-	-	-	-	9.506	2.154	9	-
	-	8.244	19.694	-	-	184.828	361.464	2.729	-
	-	117.665	58.627	-	-	616.683	2.159.295	12.371	-
	-	51.128	19.617	-	-	258.956	403.911	5.968	-
	-	157.436	193.218	-	-	946.823	561.857	2.468	-
	-	3.048	4.434	-	-	8.641	933	528	-
	-	-	-	-	-	8.062	-	382	-
	-	53.254.119	3.156.164	-	88.541	24.126.030	-	820.123	-
	-	7.807.240	361.055	-	7.235	68.962.579	38.440.734	794.606	-
	748.360	68.074	230.675	-	-	155.126	1.018.302	-	59.314.270
	748.360	**69.567.770**	**13.970.291**	**126.384**	**95.776**	**156.277.934**	**421.197.211**	**6.245.192**	**59.314.270**

Disclosure of Net Receivables by Remaining Contract Term

1) Disclosure of Net Receivables by Remaining ContractTerm - Bank Only

No.	Portofolio Category	December 31, 2025					
		Net Receivables by Remaining ContractTerm					
		< 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total
a	b	c	d	e	f	g	h
1	Government Receivables	58.706.158	27.518.121	51.205.968	77.204.920	80.941.481	295.576.648
2	Public Sector Entities Receivables	65.722.625	11.051.419	8.925.330	77.807.593	773.841	164.280.808
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4	Bank Receivables	44.145.043	15.488.355	3.736.105	528.971	19.294.380	83.192.854
5	Receivables in the form of Covered Bond	-	-	-	-	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	3.737.235	15.551.538	4.278.822	3.345.483	3.318	26.916.396
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	124.213	124.213
8	Loans Secured by Residential Property	4.964.918	4.407.672	7.491.763	57.494.996	-	74.359.349
9	Loans Secured by Commercial Real Estat	1.687.569	1.894.562	2.348.465	4.344.330	-	10.274.926
10	Loan by Land Acquisition, Land Processing and Construction	205.417	2.149	16.836	709	-	225.111
11	Loan by Employee or Pensioner	4.210	4.476	14.436	46.336	-	69.458
12	Micro Business, Small Business, and Retail Portfolio Receivables	46.750.095	31.499.050	36.131.002	46.656.964	3.007.990	164.045.101
13	Corporate Receivables	146.730.240	68.081.525	94.288.298	163.358.422	4.778.031	477.236.516
14	Past Due Receivables	2.986.754	960.502	582.192	1.811.013	-	6.340.461
15	Other Assets	-	-	-	-	60.247.835	60.247.835
Total		**375.640.264**	**176.459.369**	**209.019.217**	**432.599.737**	**169.171.089**	**1.362.889.676**

(in million Rupiah)

	December 31, 2024					
	Net Receivables by Remaining ContractTerm					
	< 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total
	i	j	k	l	m	n
	25.273.574	41.421.801	35.440.947	61.289.159	53.828.461	217.253.942
	50.034.683	12.999.868	8.052.088	36.207.916	8.960.007	116.254.562
	-	-	-	-	-	-
	46.566.369	3.590.455	2.711.204	1.289.860	21.354.092	75.511.980
	-	-	-	-	-	-
	2.798.033	12.435.616	5.910.751	1.617.266	-	22.761.666
	-	-	-	-	125.414	125.414
	5.217.740	3.110.362	6.845.205	53.573.733	-	68.747.040
	1.569.397	1.938.992	2.497.436	3.933.099	-	9.938.925
	99.476	24.896	2.012	-	-	126.384
	3.867	4.929	9.664	77.316	-	95.776
	40.509.721	31.533.955	32.823.086	43.108.963	2.481.271	150.456.996
	156.763.120	46.497.902	97.380.409	111.535.677	4.454.544	416.631.652
	2.612.576	1.706.728	426.478	1.497.770	-	6.243.552
	-	-	-	-	58.279.529	58.279.529
	331.448.555	**155.265.505**	**192.099.280**	**314.130.759**	**149.483.317**	**1.142.427.417**

2)) Disclosure of Net Receivables by Remaining ContractTerm - Bank Consolidated with Subsidiaries

No.	Portofolio Category	December 31, 2025					
		Net Receivables by Remaining ContractTerm					
		< 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total
a	b	c	d	e	f	g	h
1	Government Receivables	60.938.070	28.334.805	51.213.616	78.730.919	86.120.864	305.338.274
2	Public Sector Entities Receivables	65.722.625	11.051.419	8.925.330	77.807.593	773.841	164.280.808
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4	Bank Receivables	44.332.475	15.543.051	3.774.336	754.708	19.963.787	84.368.357
5	Receivables in the form of Covered Bond	-	-	-	-	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	3.739.083	15.556.286	4.287.078	3.345.483	28.318	26.956.248
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	764.814	764.814
8	Loans Secured by Residential Property	5.777.592	4.449.071	7.582.870	57.537.234	60.481	75.407.248
9	Loans Secured by Commercial Real Estat	4.015.440	2.070.555	2.923.162	5.383.968	299.462	14.692.587
10	Loan by Land Acquisition, Land Processing and Construction	205.417	2.149	16.836	709	-	225.111
11	Loan by Employee or Pensioner	4.210	4.476	14.436	46.336	-	69.458
12	Micro Business, Small Business, and Retail Portfolio Receivables	48.108.231	31.606.400	36.158.072	46.729.165	6.934.671	169.536.539
13	Corporate Receivables	150.451.233	69.033.930	94.595.002	164.663.448	5.803.915	484.547.528
14	Past Due Receivables	2.986.937	961.360	587.917	1.811.375	10.444	6.358.033
15	Other Assets	-	-	-	-	62.025.900	62.025.900
Total		**386.281.313**	**178.613.502**	**210.078.655**	**436.810.938**	**182.786.497**	**1.394.570.905**

(in million Rupiah)

	December 31, 2024					
	Net Receivables by Remaining ContractTerm					
	< 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total
	i	j	k	l	m	n
	27.368.236	41.558.134	35.440.947	61.360.947	56.535.281	222.263.546
	50.034.683	12.999.868	8.052.088	36.207.916	8.960.007	116.254.562
	-	-	-	-	-	-
	46.677.766	3.598.739	2.728.494	1.306.279	23.594.912	77.906.191
	-	-	-	-	-	-
	2.928.298	12.538.678	5.991.808	1.640.571	-	23.099.356
	-	-	-	-	748.360	748.360
	5.761.082	3.191.548	6.902.801	53.637.116	75.224	69.567.770
	3.576.799	2.189.781	2.786.536	5.186.500	230.675	13.970.291
	99.476	24.896	2.012	-	-	126.384
	3.867	4.929	9.664	77.316	-	95.776
	41.914.902	31.646.834	32.850.671	43.502.054	6.363.472	156.277.934
	159.273.381	46.903.164	97.683.300	112.103.992	5.233.373	421.197.211
	2.613.072	1.707.194	426.694	1.497.770	462	6.245.192
	-	-	-	-	59.314.270	59.314.270
	340.251.563	**156.363.765**	**192.875.016**	**316.520.462**	**161.056.035**	**1.167.066.842**

Disclosure of Receivables and Allowances by Region

1) Disclosure of Receivables and Allowances by Region - Bank Only

No.	Description	December 31, 2025					
		Region					
		Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Foreign Office	Total
a	b	c	d	e	f	g	h
1	Receivables	195.954.325	115.332.337	196.569.955	895.219.511	88.683.162	1.491.759.290
2	Impaired Receivables						
	a. Not Yet Due	11.648.019	6.398.284	17.577.579	38.936.015	-	74.559.897
	b. Past due	2.134.679	3.061.075	6.886.517	6.821.227	287.409	19.190.907
3	Allowances for Impairment Losses - Stage 1	956.523	607.420	1.022.573	2.228.412	176.577	4.991.505
4	Allowances for Impairment Losses - Stage 2	1.488.174	800.730	3.271.229	9.612.286	-	15.172.419
5	Allowances for Impairment Losses - Stage 3	1.185.732	1.690.792	4.738.479	9.224.810	125.024	16.964.837
6	Written-off Receivables	1.591.740	1.452.652	3.183.027	9.170.573	-	15.397.992

2) Disclosure of Receivables and Allowances by Region - Bank Consolidated with Subsidiaries

No.	Keterangan	December 31, 2025					
		Region					
		Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Foreign Office	Total
a	b	c	d	e	f	g	h
1	Receivables	196.249.286	115.433.364	197.932.050	976.754.682	88.683.162	1.575.052.544
2	Impaired Receivables						
	a. Not Yet Due	11.658.793	6.398.284	17.577.579	38.943.047	-	74.577.703
	b. Past due	2.165.389	3.061.075	6.925.699	6.857.406	287.409	19.296.978
3	Allowances for Impairment Losses - Stage 1	958.345	607.540	1.027.193	2.285.825	176.577	5.055.480
4	Allowances for Impairment Losses - Stage 2	1.488.174	800.730	3.271.229	9.773.581	-	15.333.714
5	Allowances for Impairment Losses - Stage 3	1.210.764	1.690.792	4.770.269	9.713.487	125.024	17.510.336
6	Written-off Receivables	1.591.740	1.452.652	3.183.027	9.170.573	-	15.397.992

(in million Rupiah)

	December 31, 2024					
	Region					
	Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Foreign Office	Total
	i	j	k	l	m	n
	163.115.806	103.602.518	194.782.081	670.577.895	86.291.139	1.218.369.440
	11.475.974	3.815.891	16.236.902	40.354.901	-	71.883.667
	2.260.923	1.643.832	6.824.341	6.306.039	277.419	17.312.555
	883.537	732.123	1.167.011	2.171.796	189.514	5.143.980
	1.800.338	956.794	2.983.974	10.982.436	-	16.723.542
	2.120.605	1.010.585	6.733.408	8.512.517	67.759	18.444.875
	1.730.025	1.802.753	8.046.289	6.475.832	613.917	18.668.815

(in million Rupiah)

	December 31, 2025					
	Region					
	Sumatra and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Java (Excl. Jakarta and Banten)	Jakarta & Banten	Foreign Office	Total
	i	j	k	l	m	n
	163.353.616	103.602.518	195.773.511	724.889.386	86.291.139	1.273.910.170
	11.490.388	3.815.891	16.253.324	40.440.869	-	72.000.471
	2.277.357	1.643.832	6.854.443	6.344.145	277.419	17.397.196
	884.922	732.123	1.172.608	2.281.983	189.514	5.261.149
	1.801.804	956.794	2.984.847	11.032.874	-	16.776.319
	2.137.024	1.010.585	6.769.524	8.646.233	67.759	18.631.126
	1.730.025	1.802.753	8.046.289	6.475.832	613.917	18.668.815

Disclosure of Receivables and Allowances by Economic Sectors

1) Disclosure of Receivables and Allowances by Economic Sectors - Bank Only (in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Tempo Not Yet Due	Tempo Already Due				
a	b	c	d	e	f	g	h	i
December 31, 2025								
1	Agriculture, Forestry, and Fisheries	50.637.211	2.144.593	489.418	267.026	142.341	330.453	1.120.557
2	Mining and Extracting	72.224.541	5.928.693	97.432	131.490	739.022	93.876	42.717
3	Processing Industry	159.061.957	17.798.828	5.159.415	461.527	1.558.788	7.617.398	5.076.319
4	Electricity, Gas, Hot Water and Cold Water	43.977.143	3.071.205	140.014	99.269	144.540	76.901	31.173
5	Water Management, Waste Management, Garbage Management and Recycling	338.731	137.909	5.675	1.961	7.374	3.227	1.055
6	Construction	137.626.938	15.242.647	473.809	144.025	6.645.477	455.248	170.433
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	120.361.201	7.274.513	4.494.501	829.342	1.252.371	2.824.356	1.900.418
8	Transportation & Warehousing	34.993.297	4.743.092	1.042.359	133.826	1.545.032	955.598	576.184
9	Accommodation and Restaurants	17.548.633	2.263.777	382.771	130.383	298.808	224.518	541.851
10	Information and Communications	32.121.687	1.286.158	52.153	35.776	76.223	34.320	32.350
11	Finance and Insurance Activities	131.267.653	22.558	1.083	92.893	309	12.154	-
12	Real Estate	24.815.840	8.248.626	66.905	90.645	1.488.439	476.074	103.069
13	Professional, Scientific and Technical Activities	7.136.939	45.287	18.682	7.784	12.826	10.019	6.149
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	8.114.019	387.369	193.156	65.051	91.843	119.785	126.119
15	Government, Defense, and Mandatory Social Security Administration	298.887.823	-	-	1.060.513	-	-	-
16	Education	645.286	36.648	178.218	4.228	3.316	93.089	35.958
17	Human Health and Social Activities	3.580.954	118.443	14.606	23.458	21.837	11.419	24.390
18	Arts, Entertainment, and Recreation	512.361	105.004	22.726	4.279	12.226	17.552	160.946

1) Disclosure of Receivables and Allowances by Economic Sectors - Bank Only (in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Tempo Not Yet Due	Tempo Already Due				
19	Other Services Activities	2.277.764	67.612	17.898	31.576	15.552	9.829	12.229
20	Household Activity as Employer	21.040	89	859	321	25	537	850
21	International Agencies and Other Extra-International Agencies Activities	6.646	-	448	91	-	287	-
22	Household	97.155.903	3.465.785	3.178.139	698.602	867.665	2.049.125	2.492.564
23	Non-Business	187.321.305	2.164.419	1.600.942	677.439	248.405	746.547	2.942.660
24	Others	61.124.416	6.643	1.559.699	-	-	802.525	-
Total		**1.491.759.288**	**74.559.898**	**19.190.908**	**4.991.505**	**15.172.419**	**16.964.837**	**15.397.991**

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Not Yet Due	Already Due				
a	b	c	d	e	f	g	h	i
December 31, 2024								
1	Agriculture, Forestry, and Fisheries	49.180.133	2.183.278	1.132.927	300.815	376.001	755.057	1.488.683
2	Mining and Extracting	51.704.587	5.692.552	149.675	90.882	973.178	70.672	252.992
3	Processing Industry	160.932.041	19.019.447	3.997.082	400.210	1.737.061	10.304.118	5.727.340
4	Electricity, Gas, Hot Water and Cold Water	32.151.571	780.955	33.662	76.661	57.320	22.502	239.567
5	Water Management, Waste Management, Garbage Management and Recycling	377.653	18.741	5.699	1.972	5.607	3.150	5.159
6	Construction	60.412.334	15.031.369	423.456	119.642	6.990.017	411.842	1.145.292
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	110.875.505	6.963.821	3.627.188	717.807	1.704.136	2.064.940	4.335.120
8	Transportation & Warehousing	33.237.176	5.175.146	1.560.591	138.438	1.686.094	1.291.050	382.883
9	Accommodation and Restaurants	18.160.722	2.016.064	784.282	130.116	322.843	632.093	670.430
10	Information and Communications	28.038.148	142.035	87.347	42.565	11.832	47.600	21.852
11	Finance and Insurance Activities	105.952.400	6.107	1.645	75.468	1.965	793	117.350
12	Real Estate	22.263.849	8.206.481	81.449	58.180	1.942.179	58.871	774.771

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Not Yet Due	Already Due				
13	Professional, Scientific and Technical Activities	767.142	32.230	17.108	6.471	6.005	13.382	22.436
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	7.988.293	465.656	413.998	46.005	103.440	264.009	582.169
15	Government, Defense, and Mandatory Social Security Administration	219.102.642	-	16	1.063.508	-	7	2.962
16	Education	586.694	33.847	6.107	4.881	10.324	3.378	5.045
17	Human Health and Social Activities	3.032.428	72.530	30.024	21.258	20.273	17.652	21.895
18	Arts, Entertainment, and Recreation	731.433	107.718	14.149	4.928	8.313	8.182	2.776
19	Other Services Activities	1.522.371	23.925	3.216	20.270	6.294	1.619	2.139
20	Household Activity as Employer	18.895	251	1.729	290	67	1.201	722
21	International Agencies and Other Extra-International Agencies Activities	8.712	-	665	119	-	283	498
22	Household	82.881.951	2.606.626	1.813.903	742.707	519.857	1.099.941	2.448.328
23	Non-Business	169.240.176	3.299.266	1.546.938	1.080.783	240.736	569.859	418.407
24	Others	59.202.586	5.621	1.579.699	-	-	802.674	-
Total		**1.218.369.440**	**71.883.667**	**17.312.555**	**5.143.980**	**16.723.542**	**18.444.875**	**18.668.815**

2) Disclosure of Receivables and Allowances by Economic Sectors - Bank Consolidated with Subsidiaries

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Tempo Not Yet Due	Tempo Already Due				
a	b	c	d	e	f	g	h	i
December 31, 2025								
1	Agriculture, Forestry, and Fisheries	51.090.503	2.144.593	490.359	267.680	142.341	332.756	1.120.557
2	Mining and Extracting	72.230.068	5.928.693	97.432	131.495	739.022	93.886	42.717
3	Processing Industry	161.824.772	17.798.828	5.175.077	465.322	1.558.788	7.637.293	5.076.319

2) Disclosure of Receivables and Allowances by Economic Sectors - Bank Consolidated with Subsidiaries (in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Tempo Not Yet Due	Tempo Already Due				
4	Electricity, Gas, Hot Water and Cold Water	44.633.290	3.071.205	140.017	99.768	144.540	77.942	31.173
5	Water Management, Waste Management, Garbage Management and Recycling	477.593	137.909	5.675	2.040	7.374	3.391	1.055
6	Construction	137.824.227	15.242.647	496.626	144.348	6.645.477	475.034	170.433
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	124.092.496	7.274.513	4.533.972	883.828	1.252.371	2.970.018	1.900.418
8	Transportation & Warehousing	35.521.497	4.743.092	1.048.089	134.220	1.545.032	959.151	576.184
9	Accommodation and Restaurants	17.770.941	2.263.777	382.862	130.529	298.808	224.911	541.851
10	Information and Communications	32.509.618	1.286.158	52.153	36.449	76.223	35.721	32.350
11	Finance and Insurance Activities	134.350.973	22.558	2.078	93.565	309	14.547	-
12	Real Estate	25.225.631	8.248.626	82.439	90.835	1.488.439	492.002	103.069
13	Professional, Scientific and Technical Activities	7.382.772	45.287	18.682	7.800	12.826	10.054	6.149
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	8.348.400	387.369	193.188	65.201	91.843	120.129	126.119
15	Government, Defense, and Mandatory Social Security Administration	307.731.265	-	-	1.060.513	-	-	-
16	Education	649.748	36.648	178.218	4.231	3.316	93.096	35.958
17	Human Health and Social Activities	3.597.969	118.443	14.612	23.471	21.837	11.452	24.390
18	Arts, Entertainment, and Recreation	551.611	105.004	22.726	4.307	12.226	17.611	160.946
19	Other Services Activities	2.451.973	78.385	18.127	32.731	15.552	15.812	12.229
20	Household Activity as Employer	21.095	89	898	321	25	576	850
21	International Agencies and Other Extra-International Agencies Activities	6.649	-	448	91	-	287	-

2) Disclosure of Receivables and Allowances by Economic Sectors - Bank Consolidated with Subsidiaries

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Tempo Not Yet Due	Tempo Already Due				
22	Household	97.215.264	3.465.785	3.181.014	698.742	867.665	2.052.288	2.492.564
23	Non-Business	243.403.999	2.171.451	1.602.588	677.926	409.699	1.069.718	2.942.660
24	Others	66.140.191	6.643	1.559.699	66	-	802.663	-
Total		**1.575.052.545**	**74.577.703**	**19.296.979**	**5.055.479**	**15.333.713**	**17.510.338**	**15.397.991**

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Tempo Not Yet Due	Tempo Already Due				
a	b	c	d	e	f	g	h	i
December 31, 2024								
1	Agriculture, Forestry, and Fisheries	49.592.694	2.194.091	1.133.250	305.537	376.647	755.381	1.488.683
2	Mining and Extracting	51.730.846	5.697.411	149.691	90.976	974.097	70.688	252.992
3	Processing Industry	163.546.200	19.048.091	4.007.664	416.541	1.739.020	10.314.700	5.727.340
4	Electricity, Gas, Hot Water and Cold Water	32.334.109	780.977	33.669	78.547	57.325	22.508	239.567
5	Water Management, Waste Management, Garbage Management and Recycling	520.327	18.750	5.705	3.431	5.609	3.157	5.159
6	Construction	60.563.328	15.036.030	439.302	120.312	6.991.080	427.688	1.145.292
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	114.322.007	6.992.157	3.654.090	736.396	1.707.667	2.098.047	4.335.120
8	Transportation & Warehousing	33.696.577	5.175.146	1.562.696	142.693	1.686.094	1.292.710	382.883
9	Accommodation and Restaurants	18.330.601	2.042.285	784.305	131.156	322.858	634.976	670.430
10	Information and Communications	28.232.443	142.035	87.347	43.331	11.832	47.600	21.852
11	Finance and Insurance Activities	108.290.254	6.107	6.940	80.183	1.965	6.088	117.350
12	Real Estate	22.263.849	8.206.481	100.872	60.939	1.942.179	77.831	774.771
13	Professional, Scientific and Technical Activities	1.206.978	32.230	17.108	7.947	6.005	13.382	22.436
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	8.129.378	465.659	413.998	47.133	103.441	264.009	582.169

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowances for Losses - Stage 1	Allowances for Losses - Stage 2	Allowances for Losses - Stage 3	Written-off Receivables
			Tempo Not Yet Due	Tempo Already Due				
15	Government, Defense, and Mandatory Social Security Administration	223.353.297	-	16	1.063.508	-	7	2.962
16	Education	591.012	33.847	6.107	4.895	10.324	3.378	5.045
17	Human Health and Social Activities	3.061.067	72.530	30.024	21.464	20.273	17.652	21.895
18	Arts, Entertainment, and Recreation	770.722	107.718	14.149	5.159	8.313	8.182	2.776
19	Other Services Activities	1.894.527	24.217	3.278	21.876	6.362	1.681	2.139
20	Household Activity as Employer	18.971	251	1.770	291	67	1.242	722
21	International Agencies and Other Extra-International Agencies Activities	8.712	-	665	119	-	283	498
22	Household	82.937.456	2.606.786	1.816.590	742.905	519.894	1.102.421	2.448.328
23	Non-Business	205.669.044	3.312.049	1.548.262	1.135.750	285.268	664.841	418.407
24	Others	62.845.769	5.621	1.579.699	65	-	802.674	-
Total		**1.273.910.170**	**72.000.471**	**17.397.196**	**5.261.149**	**16.776.319**	**18.631.126**	**18.668.815**

1) Disclosure of Receivables by Past Due Days - Bank Only

No.	Exposure Type	December 31, 2025			
		Receivables by Past Due Days			
		> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
a	b	c	d	e	f
1	Loan included in Past Due Receivables	2.261.337	2.816.714	8.667.051	13.745.102
2	Securities included in Past Due Receivables	245.568	-	-	245.568
Total		**2.506.905**	**2.816.714**	**8.667.051**	**13.990.670**

2) Disclosure of Net Receivables by Past Due Days - Bank Consolidated with Subsidiaries

No.	Exposure Type	December 31, 2025			
		Receivables by Past Due Days			
		> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
a	b	c	d	e	f
1	Loan included in Past Due Receivables	2.265.874	2.817.212	8.768.086	13.851.172
2	Securities included in Past Due Receivables	245.568	-	-	245.568
Total		**2.511.442**	**2.817.212**	**8.768.086**	**14.096.740**

Additional Disclosures regarding Treatment of Troubled Assets (CRB-A)

A. QUALITATIVE

Non-performing assets are Assets categorized as "Substandard", "Doubtful", or "Loss". in accordance with POJK No.40/POJK.03/2019 concerning Asset Quality of Commercial Banks.

Asset Restructuringisan improvement effort made by the Bank inlending activities again stcounterparties who have difficulty in fulfilling their liabilities. Criteria for Assets that are Restructured Assets are counterparties experiencing difficulties in the payment of principal and/or interest.

(in million Rupiah)

	December 31, 2024			
	Receivables by Past Due Days			
	> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
	g	h	i	j
	1.135.521	2.401.620	7.840.994	11.378.135
	316.989	-	-	316.989
	1.452.510	**2.401.620**	**7.840.994**	**11.695.124**

(in million Rupiah)

	December 31, 2024			
	Receivables by Past Due Days			
	> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
	g	h	i	j
	1.138.807	2.401.784	7.922.186	11.462.777
	316.989	-	-	316.989
	1.455.796	**2.401.784**	**7.922.186**	**11.779.766**

B. QUANTITATIVE

Disclosure of Performing and Non-Performing Assets

1) Disclosure of Performing and Non-Performing Assets - Bank Only

(in million Rupiah)

		December 31, 2025							
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)					
				Impaired Receivables		Not Impaired Receivables			
						Have Arrears > 90 Days		Have Arrears ≤ 90 Days	
		Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d	e	f	g	h
1	Securities	163.035.035	44.176	-	-	245.568	-	-	-
2	Loan								
	a. Corporate	441.055.346	10.172.311	10.151.631	6.380.071	-	-	-	-
	b. Retail	144.407.037	2.793.813	3.714.016	2.473.146	-	-	-	-
3	Administrative Account Transactions	206.532.393	-	500.673	-	105.550	-	-	-

2) Disclosure of Performing and Non-Performing Assets - Bank Consolidated with Subsidiaries

(in million Rupiah)

		December 31, 2025							
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)					
				Impaired Receivables		Not Impaired Receivables			
						Have Arrears > 90 Days		Have Arrears ≤ 90 Days	
		Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d	e	f	g	h
1	Securities	168.215.194	44.176	-	-	245.568	-	-	-
2	Loan								
	a. Corporate	441.064.310	10.172.477	10.151.631	6.380.071	-	-	-	-
	b. Retail	148.357.191	2.986.711	3.714.122	2.473.234	-	-	-	-
3	Administrative Account Transactions	210.721.315	-	500.673	-	105.550	-	-	-

Disclosure of Performing and Non-Performing Assets

1) Disclosure of Performing and Non-Performing Assets - Bank Only

(in million Rupiah)

		December 31, 2025									
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)		Stage 1		Stage 2		Stage 3	
		Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d	e	f	g	h		
1	Securities	-	-	-	-	-	-	-	-	-	-
2	Loan										
	a. Corporate	31.470.571	7.390.117	6.631.545	4.400.978	181.578	14.662	28.227.287	6.143.363	9.693.251	5.633.070
	b. Retail	2.851.430	792.003	959.559	622.046	54.762	3.635	2.559.280	654.498	1.196.946	755.917
3	Administrative Account Transactions	1.775.605	-	16.188	-	1.599.400	-	180.633	-	11.760	-

2) Disclosure of Performing and Non-Performing Assets - Bank Consolidated with Subsidiaries

(in million Rupiah)

		December 31, 2025									
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)		Stage 1		Stage 2		Stage 3	
		Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses	Bruto Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d	e	f	g	h		
1	Securities	-	-	-	-	-	-	-	-	-	-
2	Loan										
	a. Corporate	31.498.032	7.393.303	6.631.545	4.400.978	209.038	17.848	28.227.287	6.143.363	9.693.251	5.633.070
	b. Retail	2.991.046	810.892	998.950	661.430	183.605	19.174	2.559.280	654.498	1.247.112	798.650
3	Administrative Account Transactions	1.775.605	-	16.188	-	1.599.400	-	180.633	-	11.760	-

Quantitative Disclosures related to MRK Techniques Qualitative (CRC)

Description	Definition
Collateral revaluation policy	In calculating Risk-Weighted Assets for Credit Risk (ATMR Credit) using the Standardized Approach, the Bank mayrecognize collateral, guarantees, credit insurance, or other credit risk mitigation (CRM) techniques to reduce the valueof ATMR Credit. The use of collateral-based CRM techniques may include cash deposited with the funding bank, demand deposits, savings,or time deposits issued by the funding bank, gold stored at the funding bank, Government Securities (SUN) issued by the Government of the Republic of Indonesia, including government bonds and treasury bills as defined under the relevant Government Securities Law, State Sharia Securities (SBSN) as defined under the State Sharia Securities Law, Bank Indonesia Certificates (SBI) and Sharia Bank Indonesia Certificates (SBIS), and Rated securities assessed by a credit rating agency recognized by the Financial Services Authority (OJK). For guarantee-based CRM techniques, only guarantees issued by entities classified under the Government of Indonesia, foreign governments, multilateral development banks, international institutions, banks, securities companies, and other financial institutions are recognized. For credit risk mitigation through insurance or guarantees, banks may utilize credit guarantees from guarantee institutions or credit insurance provided by licensed insurance companies. CRM techniques can be recognized only if they meet the criteria and requirements set out in SEOJK No. 24/SEOJK.03/2021 on Credit Risk ATMR Calculation. Collateral held by banks is subject to regular reviews, with a minimum frequency of once every 24 months for debtors classified as quality 1 and 2, and at least once every 12 months for loans classified as quality 3, 4, and 5.

Disclosure on Use of External Credit Ratings (CRD)

The Bank utilizes rating agencies in accordance with the provisions of rating institutions based on SEOJK 24/SEOJK.03/2021, namely Pefindo and Fitch Ratings Indonesia for IDR-denominated ratings, as well as S&P, Moody's, and Fitch International for ratings in currencies other than IDR.The portfolio categories that require ratings include Claims on Sovereign, Claims on Public Sector Entity, Claims on Banks, Claims on Securities Companies and Other Financial Institutions, and Claims on Corporates.

Quantitative Disclosures related to MRK Techniques

1) Quantitative Disclosures related to MRK Techniques - Bank Only (in million Rupiah)

		December 31, 2025				
		Not Guaranteed Receivables Using MRK Techniques	Guaranteed Receivables Using MRK Techniques	Guaranteed Receivables By Collateral	Guaranteed Receivables by Guarantee, Security and/ or Credit Insurance	Receivables Secured by Credit Derivatives
		a	b	c	d	e
1	Loan	820.894.399	27.028.915	2.763.181	24.265.734	
2	Securities	163.236.427	-	-	-	
3	**Total**	**984.130.826**	**27.028.915**	**2.763.181**	**24.265.734**	
4	Past Due Loan and Securities	6.326.751	196.891	25	196.866	

2) Quantitative Disclosures related to MRK Techniques - Bank Consolidated with Subsidiaries (in million Rupiah)

		December 31, 2025				
		Not Guaranteed Receivables Using MRK Techniques	Guaranteed Receivables Using MRK Techniques	Guaranteed Receivables By Collateral	Guaranteed Receivables by Guarantee, Security and/ or Credit Insurance	Receivables Secured by Credit Derivatives
		a	b	c	d	e
1	Loan	834.659.764	29.261.205	4.995.471	24.265.734	
2	Securities	168.416.586	-	-	-	
3	**Total**	**1.003.076.350**	**29.261.205**	**4.995.471**	**24.265.734**	
4	Past Due Loan and Securities	6.432.820	196.891	25	196.866	

Disclosure of Credit Risk Exposure and Impact of MRK Techniques

1) Disclosure of Credit Risk Exposure and Impact of MRKTechniques - Bank Only

(in million Rupiah)

	Portfolio Category	December 31, 2024					
		Net Receivables Before Implementation of FKK and MRK Techniques		Net Receivables After Implementation of FKK and MRK Techniques		RWA and Average Risk Weight	
		Statement of Financial Position	TRA	Statement of Financial Position	TRA	RWA	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
1	Government Receivables	294.109.048	7.615.484	294.019.444	1.463.432	19.510	0,0%
2	Public Sector Entities Receivables	149.091.584	44.545.032	142.869.543	15.116.355	65.868.026	41,7%
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	0,0%
4	Bank Receivables	60.125.455	44.065.241	54.465.973	23.067.399	30.415.741	39,2%
	Securities Companies and Other Financial Services Institutions Receivables[1)]	26.868.008	106.206	26.867.552	48.388	19.092.624	70,9%
5	Receivables in the form of Covered Bond	-	-	-	-	-	0,0%
6	Corporate Receivables - General Corporate Exposure[2)]	409.082.889	55.627.202	408.287.114	19.351.636	384.189.492	89,8%
	Securities Companies and Other Financial Services Institutions Receivables[3)]	-	-	-	-	-	0,0%
	Special Financing Exposure[4)]	48.226.069	-	47.372.786	-	41.336.924	87,3%
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	124.213	-	124.213	-	280.532	225,8%
8	Micro Business, Small Business, and Retail Portfolio Receivables	146.613.768	53.693.916	130.294.825	16.841.214	116.175.164	79,0%
9	Loans Secured by Real Estate	-	-	-	-	-	0,0%
	Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow	74.254.677	747.800	73.480.140	74.780	33.289.378	45,3%
	Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow	29.824	685	26.915	69	20.970	77,7%
	Commercial Property Backed Loans whose Payments are Not Materially Dependent on Property Cash Flows	10.132.928	196.881	8.286.964	19.688	6.971.381	83,9%
	Commercial Property Backed Loans whose Payments are Materially Dependent on Property Cash Flows	122.310	-	104.389	-	152.551	146,1%
10	Loan by Land Acquisition, Land Processing and Construction	224.575	5.357	224.432	536	224.996	100,0%

(in million Rupiah)

	Portfolio Category	December 31, 2024					
		Net Receivables Before Implementation of FKK and MRK Techniques		Net Receivables After Implementation of FKK and MRK Techniques		RWA and Average Risk Weight	
		Statement of Financial Position	TRA	Statement of Financial Position	TRA	RWA	Average Risk Weight (e/(c+d))
11	Past Due Receivables	6.286.980	534.811	6.090.088	53.481	4.663.884	75,9%
12	Other Assets	60.247.835	-	60.247.835	-	47.262.231	78,4%
Total		**1.285.540.163**	**207.138.615**	**1.252.762.213**	**76.036.978**	**749.963.404**	**56,4%**

1) Represents receivables included in the Securities Companies and Other Financial Services Institutions Receivables Portfolio Category as in Appendix A of this FSA Circular Letter.
2) Represents receivables that are included in the scope of Corporate Receivables - general corporate exposure Portfolio Category as in Appendix A of this FSA Circular Letter (excluding numbers 3) and numbers 4)).
3) Represents Securities Companies and Other Financial Services Institutions Receivables that are not included in the Portfolio Category as in number 1).
4) Represents receivables that fall within the scope of the Corporate Receivables - Special Financing Exposure category (with and without ratings) as in Appendix A of this FSA Circular Letter.

2) Disclosure of Credit Risk Exposure and Impact of MRK Techniques - Bank Consolidated with Subsidiaries

(in million Rupiah)

	Portfolio Category	December 31, 2024					
		Net Receivables Before Implementation of FKK and MRK Techniques		Net Receivables After Implementation of FKK and MRK Techniques		RWA and Average Risk Weight	
		Statement of Financial Position	TRA	Statement of Financial Position	TRA	RWA	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
1	Government Receivables	303.873.211	7.615.484	303.783.608	1.463.432	19.510	0,0%
2	Public Sector Entities Receivables	149.091.584	44.545.032	142.869.543	15.116.355	65.868.026	41,7%
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	0,0%
4	Bank Receivables	61.231.191	44.246.576	55.571.710	23.137.166	30.862.492	39,2%
	Securities Companies and Other Financial Services Institutions Receivables[1)]	26.879.542	356.206	26.879.086	73.388	19.108.565	70,9%
5	Receivables in the form of Covered Bond	-	-	-	-	-	0,0%
6	Corporate Receivables - General Corporate Exposure[2)]	415.334.969	58.030.443	412.441.536	20.377.520	388.956.754	89,9%
	Securities Companies and Other Financial Services Institutions Receivables[3)]	-	-	-	-	-	0,0%
	Special Financing Exposure[4)]	48.259.116	-	47.405.834	-	41.369.972	87,3%
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	764.814	-	764.814	-	1.882.036	246,1%
8	Micro Business, Small Business, and Retail Portfolio Receivables	151.934.947	54.119.441	135.485.110	17.011.474	121.197.308	79,5%
9	Loans Secured by Real Estate	-	-	-	-	-	0,0%

(in million Rupiah)

	Portfolio Category	December 31, 2024					
		Net Receivables Before Implementation of FKK and MRK Techniques		Net Receivables After Implementation of FKK and MRK Techniques		RWA and Average Risk Weight	
		Statement of Financial Position	TRA	Statement of Financial Position	TRA	RWA	Average Risk Weight (e/(c+d))
	Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow	75.242.093	926.774	74.467.557	135.261	33.769.981	45,3%
	Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow	29.824	685	26.915	69	20.970	77,7%
	Commercial Property Backed Loans whose Payments are Not Materially Dependent on Property Cash Flows	14.251.128	948.505	12.401.426	319.150	10.375.948	81,6%
	Commercial Property Backed Loans whose Payments are Materially Dependent on Property Cash Flows	122.310	-	104.389	-	152.551	146,1%
10	Loan by Land Acquisition, Land Processing and Construction	224.575	5.357	224.432	536	224.996	100,0%
11	Past Due Receivables	6.304.552	534.811	6.107.661	53.481	4.682.135	76,0%
12	Other Assets	62.025.900	-	62.025.900	-	48.986.686	79,0%
Total		**1.315.569.756**	**211.329.314**	**1.280.559.521**	**77.687.832**	**767.477.930**	**57%**

1) Represents receivables included in the Securities Companies and Other Financial Services Institutions Receivables Portfolio Category as in Appendix A of this FSA Circular Letter.
2) Represents receivables that are included in the scope of Corporate Receivables - general corporate exposure Portfolio Category as in Appendix A of this FSA Circular Letter (excluding numbers 3) and numbers 4)).
3) Represents Securities Companies and Other Financial Services Institutions Receivables that are not included in the Portfolio Category as in number 1).
4) Represents receivables that fall within the scope of the Corporate Receivables - Special Financing Exposure category (with and without ratings) as in Appendix A of this FSA Circular Letter.

Exposure Disclosure based on Asset Class and RiskWeight

1) Exposure Disclosure based on Asset Class and Risk Weight - Bank Only

Portfolio Category	December 31, 2024															
	Net Receivables AfterTaking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%

Portfolio Category	0%		20%			50%										
1 Government Receivables	295.385.325		97.551			-										

Portfolio Category			20%			50%										
2 Public Sector Entities Receivables			53.269.536			101.667.456										

Portfolio Category	0%		20%		30%					50%						

(in million Rupiah)

	December 31, 2024													
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation													Net Receivables After FKK and MRK Techniques
	75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
					100%					150%				Others	Net Receivables After FKK and MRK Techniques
					-					-				-	295.482.876
					100%					150%				Others	Net Receivables After FKK and MRK Techniques
					385.936					2.662.970				-	157.985.898
					100%					150%				Others	Net Receivables After FKK and MRK Techniques

1) Exposure Disclosure based on Asset Class and Risk Weight - Bank Only

Portfolio Category	December 31, 2024															
	Net Receivables AfterTaking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%
3 Bills - to Multilateral Development Banks and International Institutionsl	-			-		-					-					

Portfolio Category				20%		30%			40%		50%					
4	Bank Receivables				32.935.161		7.056.967			4.445.937		19.947.704					
	Securities Companies and Other Financial Services Institutions Receivables[1]				1.982.940		-			-		5.532					

Portfolio Category		10%	15%	20%	25%		35%			50%					
5	Receivables in the form of Covered Bond	-	-	-	-		-			-					

Portfolio Category				20%							50%			65%5)		
6	Corporate Receivables - General Corporate Exposure[2]				28.863.722						35.767.244			-		
	Companies and Other Financial Services Institutions Receivables[3]				-						-			-		
	Special Financing Exposure[4]				-						-					

Portfolio Category	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments

Portfolio Category										45%						
8	Micro Business, Small Business, and Retail Portfolio Receivables									7.287.581						

Portfolio Category	0%		20%	25%	30%	35%		40%	45%	50%		60%	65%5)		70%
9	Loans Secured by Real Estate														

(in million Rupiah)

December 31, 2024														
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation														Net Receivables After FKK and MRK Techniques
75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
				-					-				-	-

75%			100%			150%		Others	Net Receivables After FKK and MRK Techniques
12.752.841			394.761			-		-	77.533.371
24.924.150			-			-		3.318	26.915.940

100%			Others	Net Receivables After FKK and MRK Techniques
-			-	-

75%	80%	85%		100%		130%	150%		Others	Net Receivables After FKK and MRK Techniques
6.378.194	-	45.471.751		299.291.444		-	11.866.394		-	427.638.749
-		-		-			-		-	-
-	35.908.765			7.644.386		3.819.636	-		-	47.372.787

100%			150%	250%	400%5)		Others	Net Receivables After FKK and MRK Techniques
20.000			-	104.213	-		-	124.213

75%		85%		100%		Others	Net Receivables After FKK and MRK Techniques
118.410.320		2.807.707		18.630.431		-	147.136.039

75%		85%	90%	100%	105%	110%		150%		Others	Net Receivables After FKK and MRK Techniques
										-	-

1) Exposure Disclosure based on Asset Class and Risk Weight - Bank Only

Portfolio Category	December 31, 2024															
	Net Receivables AfterTaking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%
Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow	-			9.390.936	4.046.624	16.953.176			12.601.134		9.713.567			-		7.927.160
without loan sharing approach[5]																
using a loan sharing approach (guaranteed)[5]																
using a loan sharing approach (guaranteed)[5]																
Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow						6.099	114			1.224			1.144			
Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow	-			-		-			-		-		979.120	-		
without loan sharing approach[5]																
using a loan sharing approach (guaranteed)[5]																
using a loan sharing approach (guaranteed)[5]																
Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow																2.146
Loan by Land Acquisition, Land Processing and Construction																

Portfolio Category		50%
10	Past Due Receivables	3.309.695

(in million Rupiah)

December 31, 2024														
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation													Net Receivables After FKK and MRK Techniques
	75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
	12.707.696		214.628		-					-				-	73.554.921
														-	-
														-	-
														-	-
	7.047					11.193				162				-	26.983
	4.208.929		1.736.495		1.382.108					-				-	8.306.652
														-	-
														-	-
														-	-
				4.105			8.593			89.545				-	104.389
					224.967					-				-	224.967

					100%					150%				Others	Net Receivables After FKK and MRK Techniques
					2.562.298					271.577				-	6.143.570

1) Exposure Disclosure based on Asset Class and Risk Weight - Bank Only

Portfolio Category	December 31, 2024															
	Net Receivables AfterTaking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%

Portfolio Category	0%	20%
11 Other Assets	13.340.042	-

1) Claims that fall within the portfolio category of claims on securities companies and other financial institutions, as outlined in Annex A of this Financial Services Authority Circular Letter No 24/SEOJK.03/2021.
2) Claims that fall within the portfolio category of claims on corporations – general corporate exposure, as outlined in Annex A of this Financial Services Authority Circular Letter No 24/SEOJK.03/2021 (excluding points 3) and 4)).
3) Claims on securities companies and other financial institutions that do not fall within the portfolio category specified in point 1).
4) Claims that fall within the portfolio category of claims on corporations – special financing exposure (both rated and unrated), as outlined in Annex A of this Financial Services Authority Circular Letter No 24/SEOJK.03/2021.
5) Not applicable in accordance with this Financial Services Authority Circular Letter No 24/SEOJK.03/2021.

No	Risk Weight	December 31, 2025	
		Net Receivables Statement of Financial Position	TRA Net Receivables (before FKK imposition)
1	< 40%	450.705.145	30.019.104
2	40%-70%	186.059.824	59.618.655
3	75%	150.860.942	67.350.815
4	80%	35.908.765	-
5	85%	49.999.917	2.306.632
6	90%-100%	359.946.266	46.590.332
7	105-130%	3.839.422	-
8	150%	15.407.126	1.253.078
9	250%	104.213	-
10	400%	-	-
11	1250%	-	-

2) Exposure Disclosure based on Asset Class and Risk Weight - Bank Consolidated with Subsidiaries Portfolio Category

Portfolio Category	December 31, 2024															
	Net Receivables AfterTaking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%

Portfolio Category	0%	20%	50%
1 Government Receivables	305.149.489	97.551	-

Portfolio Category	20%	50%
2 Public Sector Entities Receivables	53.269.536	101.667.456

Portfolio Category	0%	20%	30%	50%

(in million Rupiah)

	December 31, 2024													
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation													Net Receivables After FKK and MRK Techniques
	75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
					100%					150%			1250%5)	Others	Net Receivables After FKK and MRK Techniques
					46.050.454					807.183			-	50.157	60.247.836

(in million Rupiah)

	December 31, 2025	
	FKK Average	FKK Average Net Receivables (After imposition of FKK and MRK Techniques)
	42,24%	463.381.669
	29,75%	203.726.049
	43,24%	179.389.176
	0,00%	35.908.765
	10,00%	50.230.581
	36,96%	376.590.890
	0,00%	3.839.422
	23,20%	15.697.832
	0,00%	104.213
	0,00%	-
	0,00%	-

(in million Rupiah)

	December 31, 2024													
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation													Net Receivables After FKK and MRK Techniques
	75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
					100%					150%				Others	Net Receivables After FKK and MRK Techniques
					-					-				-	305.247.040
					100%					150%				Others	Net Receivables After FKK and MRK Techniques
					385.936					2.662.970				-	157.985.898
					100%					150%				Others	Net Receivables After FKK and MRK Techniques

2) Exposure Disclosure based on Asset Class and Risk Weight - Bank Consolidated with Subsidiaries Portfolio Category

Portfolio Category	December 31, 2024															
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%
3 Multilateral Development Banks and International Institutions Receivables	-			-		-					-					

Portfolio Category		20%	30%	40%	50%
4	Bank Receivables	33.513.025	7.056.967	4.780.371	19.947.704
	Securities Companies and Other Financial Services Institutions Receivables[1)]	1.982.940	-	39.852	5.532

Portfolio Category		10%	15%	20%	25%	35%	50%
5	Receivables in the form of Covered Bond	-	-	-	-	-	-

Portfolio Category		20%	50%	65%[5)]
6	Corporate Receivables - General Corporate Exposure[2)]	29.179.597	35.892.173	-
	Securities Companies and Other Financial Services Institutions Receivables[3)]	-	-	-
	Special Financing Exposure[4)]	-	-	

Portfolio Category	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments

Portfolio Category		45%
8	Micro Business, Small Business, and Retail Portfolio Receivables	7.287.581

Portfolio Category		0%	20%	25%	30%	35%	40%	45%	50%	60%	65%[5)]	70%
9	Loans Secured by Real Estate											

(in million Rupiah)

December 31, 2024														
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation														Net Receivables After FKK and MRK Techniques
75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
				-					-				-	-

75%			100%					150%				Others	Net Receivables After FKK and MRK Techniques
13.016.046			394.761					-				-	78.708.874
24.924.150			-					-				-	26.952.474

				100%								Others	Net Receivables After FKK and MRK Techniques
				-								-	-

75%	80%	85%		100%				130%	150%			Others	Net Receivables After FKK and MRK Techniques
6.378.194	-	46.124.289		303.378.409				-	11.866.394			-	432.819.056
-		-		-					-			-	-
-	35.908.765			7.677.433				3.819.636	-			-	47.405.834

				100%					150%	250%	400%5)		Others	Net Receivables After FKK and MRK Techniques
				20.000					-	744.814	-		-	764.814

75%		85%		100%								Others	Net Receivables After FKK and MRK Techniques
119.713.228		2.892.199		22.603.575								-	152.496.583

75%		85%	90%	100%	105%	110%		150%			Others	Net Receivables After FKK and MRK Techniques
											-	-

2) Exposure Disclosure based on Asset Class and Risk Weight - Bank Consolidated with Subsidiaries Portfolio Category

Portfolio Category	December 31, 2024															
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%
Loans Secured by Residential Property which the payments Are not Materially Dependent on Property Cash Flow.	-			9.595.520	4.191.996	17.072.270			12.699.104		9.808.130			-		8.239.981
without loan sharing approach[5]																
using a loan sharing approach (guaranteed)[5]																
using a loan sharing approach (guaranteed)[5]																
Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow.						6.099	114			1.224			1.144			
Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow	-			-		-			-		-		2.304.613	-		
without loan sharing approach[5]																
using a loan sharing approach (guaranteed)[5]																
using a loan sharing approach (guaranteed)[5]																
Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow																2.146
Loan by Land Acquisition, Land Processing and Construction																

Kategori Portofolio		50%
10	Past Due Receivables	3.311.537

(in million Rupiah)

December 31, 2024														
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation													Net Receivables After FKK and MRK Techniques
	75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
	12.710.678		285.139		-					-				-	74.602.818
														-	-
														-	-
														-	-
	7.047					11.193				162				-	26.983
	4.367.876		4.665.979		1.382.108					-				-	12.720.576
														-	-
														-	-
														-	-
				4.105			8.593			89.545				-	104.389
					224.967					-				-	224.967

														Others	Net Receivables After FKK and MRK Techniques
					100%					150%					
					2.574.828					274.777				-	6.161.142

2) Exposure Disclosure based on Asset Class and Risk Weight - Bank Consolidated with Subsidiaries Portfolio Category

Portfolio Category	December 31, 2024															
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation															
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%	50%	52,5%	60%	65%	67,5%	70%
Portfolio Category	0%			20%												
11 Other Assets	13.422.379			-												

1) Claims that fall within the portfolio category of claims on securities companies and other financial institutions, as outlined in Annex A of this Financial Services Authority Circular Letter No 24/SEOJK.03/2021.
2) Claims that fall within the portfolio category of claims on corporations – general corporate exposure, as outlined in Annex A of this Financial Services Authority Circular Letter No 24/SEOJK.03/2021 (excluding points 3) and 4)).
3) Claims on securities companies and other financial institutions that do not fall within the portfolio category specified in point 1).
4) Claims that fall within the portfolio category of claims on corporations – special financing exposure (both rated and unrated), as outlined in Annex A of this Financial Services Authority Circular Letter No 24/SEOJK.03/2021.
5) Not applicable in accordance with this Financial Services Authority Circular Letter No 24/SEOJK.03/2021.

No	Risk Weight	December 31, 2025	
		Net Receivables Statement of Financial Position	TRA Net Receivables (before FKK imposition)
1	< 40%	471.797.804	30.119.161
2	40%-70%	190.973.177	60.230.044
3	75%	168.187.308	67.380.349
4	80%	35.908.765	-
5	85%	55.969.389	3.253.504
6	90%-100%	372.275.530	49.093.304
7	105-130%	3.847.594	-
8	150%	15.882.140	1.253.078
9	250%	744.814	-
10	400%	-	-
11	1250%	-	-

(in million Rupiah)

	December 31, 2024													
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation													Net Receivables After FKK and MRK Techniques
	75%	80%	85%	90%	100%	105%	110%	112,5%	130%	150%	250%	400%	1250%	Others	
					100%					150%			1250%[5]	Others	Net Receivables After FKK and MRK Techniques
					47.688.728					864.637			-	50.157	62.025.901

(in million Rupiah)

	December 31, 2025	
	FKK Average	Net Receivables (After imposition of FKK and MRK Techniques)
	42,21%	474.587.642
	29,73%	206.057.954
	43,23%	181.117.219
	0,00%	35.908.765
	18,92%	53.967.605
	37,23%	386.334.851
	0,00%	3.839.422
	23,20%	15.758.486
	0,00%	744.814
	0,00%	-
	0,00%	-

Exposure Disclosure based on Asset Class and Risk Weight

1) Exposure Disclosure based on Asset Class and Risk Weight - Bank Only

(in million Rupiah)

No	Portfolio Category	Net Receivables	ATMR
1	Total Exposure to QCCP	53.475	1.069
2	Exposures transacted with QCCP (excluding initial margin and default fund contribution)	3.318	66
	(i) OTC derivatives	3.318	66
	(ii) derivative transactions through exchanges	-	-
	(iii) securities financing transactions	-	-
	(iv) netting set (in case cross-product netting is allowed)	-	-
3	Segregated initial margin	-	-
4	Nonsegregated initial margin	-	-
5	Prefunded default fund contribution	50.157	1.003
6	Unfunded default fund contribution	-	-
7	Total Exposure to NonQCCP	-	-
8	Exposures transacted through nonQCCP (excluding initial margin and default fund contribution)	-	-
	(i) OTC derivatives	-	-
	(ii) derivative transactions through exchanges	-	-
	(iii) securities financing transactions	-	-
	(iv) netting set (in case cross-product netting is allowed)	-	-
9	Segregated initial margin	-	-
10	Nonsegregated initial margin	-	-
11	Prefunded default fund contribution	-	-
12	Unfunded default fund contribution	-	-
13	**Total Exposure to QCCP and NonQCCP**	**53.475**	**1.069**

2) Exposure Disclosure based on Asset Class and Risk Weight - Bank Consolidated with Subsidiaries

(in million Rupiah)

No	Portfolio Category	Net Receivables	ATMR
1	Total Exposure to QCCP	53.475	1.069
2	Exposures transacted with QCCP (excluding initial margin and default fund contribution)	3.318	66
	(i) OTC derivatives	3.318	66
	(ii) derivative transactions through exchanges	-	-
	(iii) securities financing transactions	-	-
	(iv) netting set (in case cross-product netting is allowed)	-	-
3	Segregated initial margin	-	-
4	Nonsegregated initial margin	-	-
5	Prefunded default fund contribution	50.157	1.003
6	Unfunded default fund contribution	-	-
7	Total Exposure to NonQCCP	-	-
8	Exposures transacted through nonQCCP (excluding initial margin and default fund contribution)	-	-
	(i) OTC derivatives	-	-
	(ii) derivative transactions through exchanges	-	-
	(iii) securities financing transactions	-	-
	(iv) netting set (in case cross-product netting is allowed)	-	-
9	Segregated initial margin	-	-
10	Nonsegregated initial margin	-	-
11	Prefunded default fund contribution	-	-
12	Unfunded default fund contribution	-	-
13	**Total Exposure to QCCP and NonQCCP**	**53.475**	**1.069**

Qualitative Disclosure Regarding Counterparty Credit Risk

Qualitative	
Banks must provide:	
(a) Risk management objectives and policies related to loan risk due to counterparty loan risk, including:	The risk management and policies objectives related to loan risk due to counterparty failure (Counterparty Credit Risk/CCR) include 1. Fulfilling regulatory requirements so that the Bank has policies, processes and systems to manage loan risk due to counterparty failure/CCR, as implemented in accordance with the complexity of BNI exposures that give rise to CCR. 2. Standardizing loan risk management due to counterparty/CCR failure including identification, measurement, management, approval and internal CCR reporting. When carrying out Counterparty transactions, BNI must assess the creditworthiness of the Counterparty and take into account the consequences of settlement and presettlement loan risks.

Qualitative	
Banks must provide:	
(b) The method used to apply the operating limits defined on internal capital for counterparty loan exposures and for CCP exposures:	Counterparty Credit Risk/CCR exposure calculated at BNI uses the precautionary principle and includes FX Forward Derivative Transactions, FX Swap, Cross Currency Swap (CCS) and Interest Rate Swap (IRS). The method used to determine operating limits for Counterparty Credit Exposures consists of limits for (i) Financial Institution (FI) debtors and (ii) Non-Financial Institution (Non-FI) debtors. 1. Determination of Limits for Financial Institutions (FI) Operational limits on Counterparty Credit Risk Exposure for FI debtor derivative transactions are carried out by determining the Counterparty Limit (CL). CL is given to domestic and foreign banks, remittance agencies and other domestic financial institutions that are guaranteed by the Government with correspondent status. Analysis of granting or adding CL is carried out by the Business Unit and Risk Unit at the Head Office, however other Business Units (such as Trade Finance or Treasury) and Overseas Branch Offices can submit input on granting or adding CL. Determination of the Maximum Counterparty Limit: a. The maximum limit for new and review CL facilities is generally set in the form of a Global Line that does not exceed BNI's Maximum Lending Limit (BMPK). b. For overseas correspondents, the maximum limit for new CL facilities and reviews is determined by the correspondent category based on: 1) Credit Rating, at least one of 3 (three) international institutions, namely S&P, Moody's, Fitch; as well as 2) Country Risk, based on the International Country Risk Guide (ICRG). Maximum CL Facility Matrix based on Credit Rating and Country Risk: a. Category I correspondents when determining and reviewing CL use the Counterparty Limit Application Package (CLAP) analysis, and the Global Line form. The CL amount is set at a maximum LLL at "very low", "low", "moderate" risk countries with a maximum of USD 10 million for "high" risk countries that do not exceed the LLL. b. Category II correspondence in CL determination and review using the CLAP analysis and the Global Line form. The CL amount is set at a maximum LLL at "very low", "low", "moderate" risk countries with a maximum of USD 10 million for "high" risk countries that do not exceed the LLL. c. Category III correspondence in CL determination and review using the CLAP analysis and the Global Line form. The maximum CL amount is USD 10 million for "very low", "low", "moderate" risk countries that do not exceed the LLL. CL is not given for "high" risk countries An explanation of the correspondent categories is as follows: Category I covers correspondents with a credit rating > BBB- to AAA Category II covers correspondents with a credit rating > CCC+ to BB+ Category III covers correspondents with a credit rating < CCC+ and/or correspondents that do not have a rating 2. Determination of Limits for Non-Financial Institutions (Non-FI) Application of operating limits to Counterparty Credit Risk Exposure for Derivative transactions are carried out by providing a Treasury Line to customers. Treasury lines are a facility provided to customers (debtors and non-debtors) as a maximum limit for derivative transaction risk exposure in accordance with the provisions regulated by the Regulator. The process for proposing a Treasury Line facility for each type of customer is as follows: a. Debtor The process of providing Treasury Line facilities to debtors is carried out in the same way as the process of providing loan facilities. 1) If the debtor applies for a Treasury Line facility not at the same time as the loan facility, then the application process uses the Treasury Line facility form. 2) If the debtor applies for a Treasury Line facility at the same time as the loan facility, then the Treasury Line application process uses the Credit Application Tool (PAK). Debtors can carry out derivative transactions with BNI without a Treasury Line facility as long as they submit collateral in the form of a Marginal Deposit. b. Non Debtor 1) Can directly carry out transactions with the BNI Treasury Unit without setting up a Treasury Line facility and must submit collateral in the form of a Marginal Deposit of 1.2 x the Credit Conversion Factor (FKK) x the Transaction Notional. 2) Transactions are based on derivative transaction agreements.

Qualitative	
Banks must provide:	
(c) Policies related to guarantees and risk mitigation and assessment of counterparty risk, including exposure towards CCP;	Policies related to guarantees/guarantees against Counterparty Credit Risk Exposure. Derivative transactions carried out at BNI are classified as follows: a. Debtor 1) The guarantee is adjusted to the guarantee provisions of the applicable Business Banking segment, namely: • Full cover guarantee, decision authority rests with the Credit Committee according to authority on the basis of Total Exposure • Full cover guarantee in the form of a combination of cash, collateral and other assets. 2) Conditions for fulfilling collateral refer to requirements for fulfilling sufficient collateral for a Working Capital Loan 3) If there are other matters to consider, the amount of collateral can be determined based on risk analysis and business potential to obtain approval from the Credit Committee. For debtors without a Treasury Line, the collateral is in the form of a Marginal Deposit of 1.2 x FKK x the Transaction Notional. b. Non-Debtor 1) Collateral in the form of a Marginal Deposit of 1.2 x FKK x the Transaction Notional and direct transactions with the BNI Treasury Unit based on a Derivative Transaction Agreement 2) The collateral in point b.1) above is blocked and tied to a pledge accompanied by a power of attorney for disbursement on the transaction due date. Risk mitigation and assessment related to Counterparty Credit Risk Exposure. Derivative transactions carried out at BNI are carried out through Treasury Line Facility Monitoring and Treasury Line Facility Reviews a. Monitoring Treasury Line Facilities • Debtor Carried out by the Risk Management and Treasury unit. • Non-Debtor Carried out by the Treasury unit by ensuring that the collateral is still blocked and pledged until the transaction matures. b. Review of Treasury Line Facilities 1. Debtor Carried out by the Business and Risk unit. 2. Non-Debtor Carried out by the Treasury unit Use of the Treasury Line facility is carried out by calculating the transaction Credit Conversion Factor (FKK). FKK is a percentage that shows the amount of loan risk arising from Forex or Derivative transactions at a certain tenor. The FKK table is reviewed periodically (every 6 months) by the Risk Management Unit and submitted to the relevant units.
(d) Policies related to wrong-way risk exposure;	Policies related to mitigating wrong-way risk exposure at BNI are carried out through: 1. Routine monitoring to identify early deviations in the movement of transaction indicators from original market predictions, including the mark to market activities and stress tests to compare with the Budget Loss Limit, 2. Applying Stress Tests based on scenarios of changes in Interest Rates and Exchange Rates periodically (every 6 months), or incidentally to measure the level of risk/ impact that may occur, and reporting to Management, 3. If a certain tiering of the Budget Loss Limit has been exceeded, corrections and mitigation steps are taken in stages using the Management Action Trigger (MAT) mechanism
(e) Impact on the value of collateral required to provide for a loan downgrade.	When a loan rating downgrade occurs, a temporary freeze limit mechanism is used to carry out a more in-depth study on the potential risks faced. Then, mitigation steps can be taken in the form of a top up of the collateral value.

Analysis of Net Credit Risk due to Counterparty Failure Based on the Approach Used

(in million Rupiah)

		a	b	c	d	e	f
No		**Replacement Cost (RC)**	**Potential Future Exposure (PFE)**	**EEPE**	**Alpha used for regulatory EAD calculations**	**Net Receivables**	**ATMR**
1	SA-CCR (for derivatives)	18.238.311	1.711.166		1,4	27.929.268	13.967.319
2	Internal Model Method (for derivatives and SFTs)						
3	Simple Approach for credit risk mitigation (for SFTs)						
4	Comprehensive Approach for credit risk mitigation (for SFTs)						
5	VaR for SFTs						
6	**Total**						**13.967.319**

CCR Exposure by Portfolio and Risk Weight under Standardized Approach

(in million Rupiah)

	a	b	c	d	e	f	g	h	i
Risk Weight	**0%**	**10%**	**20%**	**50%**	**75%**	**100%**	**150%**	**Others**	**Total Net Receivables**
Portfolio Category									
Sovereigns	944.717	-	-	-	-	-	-	-	944.717
Non-central government public sector entities (PSEs)	-	-	137.011	636.830	-	-	-	-	773.841
Multilateral development banks (MDBs)	-	-	-	-	-	-	-	-	-
Banks	-	-	13.077.778	6.854.905	103.466	-	-	-	20.036.149
Securities firms	-	-	-	-	-	-	-	3.318	3.318
Corporates	-	-	-	6.053	-	4.762.370	-	-	4.768.423
Regulatory retail portfolios	-	-	-	-	-	3.007.990	-	-	3.007.990
Other assets	-	-	-	-	-	-	-	50.157	50.157
Total	**944.717**	**-**	**13.214.789**	**7.497.788**	**103.466**	**7.770.360**	**-**	**53.475**	**29.584.595**

Net Receivables from Credit Derivatives

(in million Rupiah)

	a	b
	Protection purchased	**Protection sold**
Notional Value	-	-
Single-name credit default swaps	-	-
Index credit default swaps	-	-
Total return swaps	-	-
Credit options	-	-
Other credit derivatives	-	-
Total Notional Value	-	-
Fair value	-	-
Positive fair value (asset)	-	-
Negative fair value (liability)	-	-

Qualitative Disclosures on Securitization Exposures

English	
Qualitative Disclosure	
A) B Banks should articulate their risk management objectives and policies concerning securitization activities, along with the key features of these activities, in accordance with the framework outlined below. In the event that the bank holds securitization positions within its statement of financial position or engages in off-balance sheet transactions, it should provide a detailed explanation of the following aspects, distinguishing between different activities in each regulatory book.	
(a) The bank's objectives regarding securitization and resecuritization activities, including the transfer of credit risk from the underlying securitization exposure from the bank to another entity, as well as the nature of the risks assumed and those retained.	BNI engages in securitization activities as part of its business transactions through securities investments. In these activities, BNI assumes the role of an investor by purchasing Asset-Backed Securities (EBA). BNI conducts securitization in alignment with prudent practices and sound corporate governance while carefully considering both business and risk aspects. Risks that may arise in BNI's securitization activities as an Investor include: (1) Credit risk/default Investors will experience losses if the issuer/issuer of Securities experiences a decline in performance, which affects the ability to pay for coupons and principals of securities. (2) Interest rate risk where Securities can experience price fluctuations due to the influence of changes in interest rates. The price of Securities will fall if there is an increase in interest rates. (3) Early repayment If there is an early repayment (early call), it will affect the yield received
(b) The bank must provide a list:	In EBA securitization, BNI operates as an investor and, therefore, does not required to provide a list of Special Purpose Entities (SPEs).
(SPEs)Special Purpose Entities (SPEs) in which the bank acts as a sponsor—but not as an originator, such as in an Asset-Backed Commercial Paper (ABCP) conduit—while specifying whether the bank consolidates the SPE within the regulatory consolidation scope.	
Affiliated entities that (i) are regulated or advised by the bank and (ii) invest not only in securitization exposures originated by the bank but also in Special Purpose Entities (SPEs) sponsored by the bank	
a list of entities with implicit support from the bank and the associated impact on capital for them	
(c) Summary of bank accounting policies related to securitization activities.	Accounting Policies in terms of EBA Securitization are as follows: 1. Purchased securities are categorized based on the business model that manages the Securities and the characteristics of the Securities' contractual cash flows. These categories include: a. Measured at amortized acquisition cost b. Measured at fair value through other comprehensive income (FVOCI) c. Measured at fair value through profit or loss (FVTPL) 2. Purchased securities are recorded on the transaction date unless otherwise stated by the relevant regulator to be recorded on the settlement date 3. In the case of purchasing securities in the form of bonds purchased between interest payment dates, the interest payment is not part of the acquisition cost, but is included in the interest income item that will still be received

English	
Qualitative Disclosure	
	4. At the time of initial recognition, the Bank records Securities/ Equity transactions at fair value, namely: Category of Securities Recorded at the Time of Purchase Measured at amortized cost at the fair value of the securities, taking into account transaction income/ expenses that can be directly attributed to the acquisition of the securities. Measured at fair value through other comprehensive income (FVOCI) at the fair value of the securities, accounting for transaction income/expenses directly attributable to the acquisition of the securities. Measured at fair value through profit or loss (FVTPL) at the fair value of the securities 5. The quality/collectibility of Securities is determined as: (1) Current (3) Substandard (5) Loss 6. Allowance for Losses on Securities The allowance for securities losses is calculated using two approaches: the calculation based on POJK, referred to as the Allowance for Asset Quality Assessment (PPKA), and the calculation based on PSAK 71, known as the Expected Credit Loss (ECL). 7. In terms of EBA securitization, BNI acts as an investor in the purchase of KIK EBA PT Indonesia Power which is included in the category measured at fair value through other comprehensive income (FVOCI).
(d) If applicable, the names of the credit rating institutions (ECAIs) used for the securitization by the appointed agent	BNI does not use credit rating institutions (ECAIs) in the case of EBA securitization, considering that BNI acts as an investor
(f) Banks must explain the function of internal assessments	BNI must conduct internal risk assessments to identify, monitor, and evaluate investment risks. These assessments include analysis of bond purchase limits and values as well as review of limits and review of investment activities. In the context of securities purchases, internal assessments are primarily carried out by establishing limits based on specific indicators and criteria, including: 1. Securities Purchase Limit In its role as an investor, BNI can purchase Securities if the issuer of the Securities has a purchase limit set by the Business and Risk Unit. The determination of these limits, among others, takes into account: a. Issuer/Issuer Rating b. Securities Rating c. Issuer/Issuer Performance 2. Securities Concentration Limit Taking into account the concentration of securities based on the issuer (Corporate and Government Securities) and concentration based on currency type (IDR and Foreign Exchange). 3. Corporate Securities Liquidity Level Limit Taking into account the rating of Corporate Securities and the classification of Securities.

Securitization Exposure in Banking Book

No	English	Bank as originator			Bank as sponsor			Bank as investor		
		Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1	**Retail (total) – of which**	-	-	-	-	-	-	-	-	-
2	Residential mortgage	-	-	-	-	-	-	-	-	-
3	Credit card	-	-	-	-	-	-	-	-	-
4	Other retail exposures	-	-	-	-	-	-	-	-	-
5	Re-securitisation	-	-	-	-	-	-	-	-	-
6	**Wholesale (total) – of which**	-	-	-	-	-	-	-	-	-
7	Loans to corporates	-	-	-	-	-	-	-	-	-
8	Commercial mortgage	-	-	-	-	-	-	-	-	-
9	Lease and receivables	-	-	-	-	-	-	-	-	-
10	Other wholesale	-	-	-	-	-	-	-	-	-
11	Re-securitisation	-	-	-	-	-	-	-	-	-

Securitization Exposure on Trading Book

No	English	Bank sebagai originator			Bank as sponsor			Bank as investor		
		Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1	**Retail (total) – of which**	-	-	-	-	-	-	-	-	-
2	Residential mortgage	-	-	-	-	-	-	-	-	-
3	Credit card	-	-	-	-	-	-	-	-	-
4	Other retail exposures	-	-	-	-	-	-	-	-	-
5	Re-securitisation	-	-	-	-	-	-	-	-	-
6	**Wholesale (total) – of which**	-	-	-	-	-	-	-	-	-
7	Loans to corporates	-	-	-	-	-	-	-	-	-
8	Commercial mortgage	-	-	-	-	-	-	-	-	-
9	Lease and receivables	-	-	-	-	-	-	-	-	-
10	Other wholesale	-	-	-	-	-	-	-	-	-
11	Re-securitisation	-	-	-	-	-	-	-	-	-

Securitization exposure in the banking book when the bank is the originator or sponsor and its capital requirements

No		Exposure value (based on Risk Weight)					
		≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight	
1	Total exposures	-	-	-	-	-	
2	Traditional securitisation	-	-	-	-	-	
3	Of which securitisation	-	-	-	-	-	
4	Of which retail underlying	-	-	-	-	-	
5	Of which wholesale	-	-	-	-	-	
6	Of which re-securitisation	-	-	-	-	-	
7	Of which senior	-	-	-	-	-	
8	Of which non-senior	-	-	-	-	-	
9	Synthetic securitisation	-	-	-	-	-	
10	Of which securitisation	-	-	-	-	-	
11	Of which retail underlying	-	-	-	-	-	
12	Of which wholesale	-	-	-	-	-	
13	Of which re-securitisation	-	-	-	-	-	
14	Of which senior	-	-	-	-	-	
15	Of which non-senior	-	-	-	-	-	

Securitization exposure on the banking book and capital requirements- Bank as investor

No		Nilai eksposur (berdasarkan Bobot Risiko)					
		≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight	
1	Total exposures	-	-	-	-	-	
2	Traditional securitisation	-	-	-	-	-	
3	Of which securitisation	-	-	-	-	-	
4	Of which retail underlying	-	-	-	-	-	
5	Of which wholesale	-	-	-	-	-	
6	Of which re-securitisation	-	-	-	-	-	
7	Of which senior	-	-	-	-	-	
8	Of which non-senior	-	-	-	-	-	
9	Synthetic securitisation	-	-	-	-	-	
10	Of which securitisation	-	-	-	-	-	
11	Of which retail underlying	-	-	-	-	-	
12	Of which wholesale	-	-	-	-	-	
13	Of which re-securitisation	-	-	-	-	-	
14	Of which senior	-	-	-	-	-	
15	Of which non-senior	-	-	-	-	-	

	Nilai eksposur (berdasarkan regulatory approach)				ATMR (berdasarkan regulatory approach)				Capital charge after cap			
	IRB RBA (including IAA)	IRB SFA	SA/ SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/ SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/ SSFA	1.250%
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-

	Nilai eksposur (berdasarkan regulatory approach)				ATMR (berdasarkan regulatory approach)				Capital charge after cap			
	IRB RBA (including IAA)	IRB SFA	SA/ SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/ SSFA	1250%	IRB RBA (termasuk IAA)	IRB SFA	SA/ SSFA	1.250%
	-	-	-	-	-	-	-	-	-	-	-	-
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2. MARKET RISK

Disclosure of Market Risk Using the Standardized Approach

1. Bank Only

(in million Rupiah)

Risk	Capital Charge Under the Standardized Approach per Desember 2025	Capital Charge Under the Standardized Approach per Desember 2024
GIRR Risk	219.218,55	469.733,08
Non-Securitized CSR	39.444,29	211.079,44
Non-CTP Securitized CSR	-	-
CTP Securitized CSR	-	-
Equity Risk	-	-
Commodity Risk	-	-
Foreign Exchange Risk	101.519,09	112.101,24
DRC – non Securitized	248,97	-
DRC - non-CTP Securitized	-	-
DRC - CTP Securitized	-	-
RRAO	-	-
Total	**360.430,90**	**792.913,76**

2. Bank Consolidated with Subsidiaries

(in million Rupiah)

Risk	Capital Charge Under the Standardized Approach per Desember 2025	Capital Charge Under the Standardized Approach per Desember 2024
GIRR Risk	219.218,95	472.256,21
Non-Securitized CSR	39.444,40	212.749,87
Non-CTP Securitized CSR		-
CTP Securitized CSR		-
Equity Risk	47.345,35	33.759,10
Commodity Risk		-
Foreign Exchange Risk	99.599,03	112.076,60
DRC – non Securitized	1.379,66	21.266,10
DRC - non-CTP Securitized		-
DRC - CTP Securitized		-
RRAO		-
Total	**406.987,39**	**852.107,88**

Disclosure of Market Risk Using Internal Method

No	Type of Risk	December 31, 2025			
		Daily average VaR	Maximum VaR	Minimum VaR	End of Period VaR
1	Interest Rate Risk	(170.360)	(449.355)	(20.788)	(311.238)
2	Exchange Rate Risk	(33.151)	(230.827)	(138)	(7.224)
3	Option Risk	-	-	-	-
Total		**(203.511)**	(680.182)	**(20.926)**	**(318.463)**

Individual Risk Management Implementation Report for IRRBB

In million Rupiah	Δ EVE		Δ NII	
Periode	T	T-1	T	T-1
Parallel Up	-3.699.630	-3.902.024	-5.012.949	-4.670.910
Parallel Down	5.785.857	8.180.988	5.543.435	5.786.743
Steepener	-9.796.329	-6.136.433		
Flattener	7.403.747	5.721.393		
Short Rate Up	3.691.422	2.502.574		
Short Rate Down	-6.357.615	-1.484.517		
Absolute Negative Maximum Value	**9.796.329**	**6.136.433**	**5.012.949**	**4.670.910**
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	155.838.208	147.231.512	39.709.905	38.887.212
Maximum amount divided by Tier 1 capital (for Δ EVE) or Projected Income (for Δ NII)	**6,29%**	**4,17%**	**12,62%**	**12,01%**

T = Reporting Period December 2025
T - 1 = Reporting Period September 2025

dalam jutaan Rupiah

	December 31, 2024			
	Daily average VaR	Maximum VaR	Minimum VaR	End of Period VaR
	269.649	351.999	187.516	301.467
	8.287	20.486	3.277	10.659
	-	-	-	-
	277.936	**372.486**	**190.793**	**312.126**

Individual Risk Management Implementation Report for IRRBB

		Qualitative Analysis
1		Interest rate risk in the Banking Book or Interest Rate Risk in the Banking Book, hereinafter abbreviated as IRRBB, is a current and future risk to the Bank's capital and profitability (earnings) caused by movements in interest rates in the market which have an impact on the Banking position Book. Included in the IRRBB is gap risk that arises from the term structure of banking book instruments; basis risk which describes the impact of relative changes in interest rates on financial instruments assessed using different interest rate curves; option risk arising from financial derivative positions or from the option risk element inherent in financial instruments.
2		The Bank manages IRRBB exposure using an economic value approach and a profitability/income approach (earning based measures). As an implementation of segregation of duty, the Treasury Division acts as a unit that functions to manage interest rate risk and the Risk Management Division acts as a unit that monitors interest rate risks that arise. For the purpose of controlling and mitigating interest rate risk in the banking book, the Bank establishes controls both quantitatively in the form of applying limits and risk appetite. The Bank also carries out qualitative risk control such as management strategies, risk transfer through the Funds Transfer Pricing (FTP) mechanism and also hedging strategies.
3		The IRRBB calculation is carried out on a quarterly basis which then become part of the Risk Profile, part of the Bank's Health Level Self Assessment, part of the Quantitative Information on Risk Exposure, and part of the Disclosure of Risk Management Practices. In order to measure IRRBB exposure, the Bank uses economic value and profitability as the basis for the measurement method. Measuring the economic value of equity (economic value of equity), hereinafter referred to as EVE, measures changes in the economic value of the Bank's assets, liabilities and off-balance sheet accounts due to movements in interest rates. Currently, the Bank measures changes in EVE (ΔEVE) as the maximum decrease in the economic value of the banking book in six standard interest scenarios defined by the Basel Committee on Banking Supervision (BCBS) and FSA as stated in SEOJK IRRBB no SEOJK/12/2018. Measuring bank profitability (earnings-based measure) looks at the estimated changes in net interest income, hereinafter abbreviated to NII (net interest income) caused by movements in interest rates in the market for a certain period. For this reason, the Bank measures changes in NII (ΔNII) as the maximum decrease in NII if there is a scenario of parallel increases or decreases in interest rates as defined by the Basel Committee on Banking Supervision (BCBS) and SEOJK IRRBB no SEOJK/12/2018, compared to financial planning Bank for a 12 month period.
4		In measuring EVE, the Bank uses the standardized approach SEOJK IRRBB No. SEOJK/12/2018, which the interest rate shock scenario used includes: 1) parallel shock up in interest rates (parallel shock up); 2) parallel shock down in interest rates (parallel shock down); 3) a sloping interest rate shock (steepener shock) with a combination of decreasing short-term interest rates and increasing longterm interest rates (short rates down and long rates up); 4) a flattening interest rate shock with a combination of increasing short-term interest rates and decreasing long-term interest rates (short rates up and long rates down); 5) rising short-term interest rate shock (short rates shock up); And 6) short-term interest rate shock decreases (short rates shock down). In measuring NII, the Bank uses the standardized approach SEOJK IRRBB No. SEOJK/12/2018, where the interest rate shock scenario used includes: 1) parallel shock up in interest rates (parallel shock up); 2) parallel shock down in interest rates (parallel shock down). In the future, for risk control purposes, the Bank will also evaluate IRRBB exposure using internal stress scenarios for EVE and NII measurements.
5		There were no differences in methodology or modeling assumptions in the calculations used in the internal management system. In other words, the Bank uses the Standardized Approach as a reference in calculating IRRBB for internal management purposes.
6		Currently the Bank has a hedging instrument in the form of an Interest Rate Swap (IRS) to offset potential losses that arise if there is a potential loss on AFS securities. The bank also carries out daily MTM on the IRS instrument.
7	a	For the EVE method, the bank calculates all cash flows from the principal value and interest payments which includes the commercial margin (client rate) discounted at the risk free rate at the reporting date;

	Qualitative Analysis
b	The Bank uses a portfolio replication model and/or uniform slotting method in determining slotting and average repricing maturities for NMD by taking into account the caps and provisions on average terms as stated in the SEOJK IRRBB. The Bank has interest rate exposure from Non-Maturity Deposits (NMDs) positions originating from wholesale and retail customers. To manage interest rate risk, the Bank carries out two-stage modeling in accordance with the provisions of SEOJK IRRBB. In the first stage, the Bank analyzes changes in volume to determine the portion of NMD that is stable in the sense that it has a small possibility of being withdrawn by customers. In the second stage, the Bank measures the proportion of core savings from stable NMD that customers will not withdraw even if there are large changes in market interest while the Bank does not adjust the interest on the NMD in question. The main dimensions that influence the maturity of core NMDs (Core Deposits) are the elasticity of deposit interest to changes in market interest rates, volatility of deposit volumes and other factors including customer behavior and macroeconomics. By paying attention to the NMD modeling limitations that apply to the Standardized Approach, the Bank determines the distribution and average repricing maturity maturity using a replicating portfolio approach and/or uniform slotting method depending on the availability and reliability of data for each relevant NMD category at this time. consisting of wholesale NMD, transactional retail NMD and non-transactional retail NMD. Modeling parameters are based on historical observations, statistical analysis and management assessments..
c	The Bank performs risk modeling or estimation to determine the prepayment rate for fixed rate loans and early withdrawal rate for term Deposits if these risks are not adequately mitigated, for example through penalty provisions. early withdrawal rate for Term Deposits if these risks are not adequately mitigated for example through penalty provisions. In estimating the prepayment rate, the Bank uses statistical methods based on historical data in analyzing accelerated credit repayment rates. Several main dimensions that influence customer repayment rates include: market interest rates, credit interest rates, credit nominal, and several other factors. Meanwhile, in estimating the early withdrawal rate, the Bank uses the Exponential Weighted Moving Average (EWMA) method. This model assumes that tomorrow's projected results are influenced by today's actual data and past data. Several main dimensions that influence customer withdrawal rates include: deposit interest rates, deposit nominal and several other factors.
d	There are no other assumptions used by the Bank apart from the assumptions set by the SEOJK IRRBB.
e	The Bank calculates the IRRBB for each material currency and then aggregates them. The aggregation methodology is carried out by simple addition.

	Qualitative Analysis
1	The average period for interest rate adjustment (repricing maturity) for the Rupiah includes: - Wholesale for 1.01 years; - Transactional Retail for 2.15 years; - Non-Transactional Retail for 1.31 years. The average interest rate adjustment period (repricing maturity) for USD includes: - Wholesale for 0.81 years; - Transactional Retail for 2.04 years; - Non-Transactional Retail for 1.16 years.
2	The longest interest rate adjustment period (repricing maturity) for the Rupiah includes: - Wholesale for a period of 5 years; - Transactional Retail for a period of 5 years; - Non-Transactional Retail for a period of 5 years. The longest interest rate adjustment period (repricing maturity) for USD includes: - Wholesale for a period of 5 years; - Transactional Retail for a period of 5 years; - Non-Transactional Retail for a period of 5 years

Consolidated IRRBB Calculation Report with Subsidiaries

In million Rupiah	Δ EVE		Δ NII	
Period	T	T-1	T	T-1
Parallel Up	-2.857.653	-3.355.014	-5.028.298	-4.696.511
Parallel Down	4.747.109	7.516.912	5.558.784	5.812.344
Steepener	-10.164.100	-6.649.508		
Flattener	7.829.836	6.231.892		
Short Rate Up	4.512.424	3.187.295		
Short Rate Down	-7.232.449	-2.252.049		
Absolute Negative Maximum Value	**10.164.100**	**6.649.508**	**5.028.298**	**4.696.511**
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	160.884.905	152.509.195	41.253.129	40.398.816
Maximum amount divided by Tier 1 capital (for Δ EVE) or Projected Income (for Δ NII)	**6,32%**	**4,36%**	**12,19%**	**11,63%**

T = Reporting Period December 2025
T - 1 = Reporting Period September 2025

Implementation of Risk Management for Consolidated IRRBB with Subsidiaries

		Qualitative Analysis
1		Interest rate risk in the Banking Book or Interest Rate Risk in the Banking Book, hereinafter abbreviated as IRRBB, is a current and future risk to the capital and profitability (earnings) of the Bank and Subsidiaries caused by movements in interest rates in the market which have an impact in the Banking Book position. Included in the IRRBB is gap risk that arises from the term structure of banking book instruments; basis risk which describes the impact of relative changes in interest rates on financial instruments assessed using different interest rate curves; option risk arising from financial derivative positions or from the option risk element inherent in financial instruments.
2		Banks and Subsidiaries manage IRRBB exposure using an economic value approach and a profitability/income approach (earning based measures). As an implementation of segregation of duty, there is a separation between the unit that functions to manage interest rate risk and the unit that monitors interest rate risk that arises. For the purpose of controlling and mitigating interest rate risk in the banking book, the Bank and Subsidiaries establish controls both quantitatively in the form of implementing limits and risk appetite. The Bank and Subsidiaries also carry out qualitative risk control such as management strategies, risk transfer through the Funds Transfer Pricing (FTP) mechanism and also hedging strategies.
3		The IRRBB calculation is carried out on a quarterly basis which will then become part of the Risk Profile, part of the Bank's Soundness Level Self Assessment, part of the Quantitative Information on Risk Exposure, and part of the Disclosure of Risk Management Practices. In order to measure IRRBB exposure, the Bank and Subsidiaries use economic value and profitability as the basis for the measurement method. Measurement of the economic value of equity (economic value of equity), hereinafter referred to as EVE, measures changes in the economic value of assets, liabilities and administrative accounts (off balance sheet) of Banks and Subsidiaries caused by movements in interest rates. Currently, the Bank and Subsidiaries measure changes in EVE (ΔEVE) as the maximum decrease in the economic value of the banking book in six standard interest scenarios defined by the Basel Committee on Banking Supervision (BCBS) and FSA as stated in SEOJK IRRBB no SEOJK/12/ 2018. Measuring bank profitability (earnings-based measure) looks at the estimated changes in net interest income, hereinafter abbreviated to NII (net interest income) caused by movements in interest rates in the market for a certain period. For this reason, the Bank and Subsidiaries measure changes in NII (ΔNII) as the maximum decrease in NII if there is a scenario of parallel increases or decreases in interest rates as defined by the Basel Committee on Banking Supervision (BCBS) and SEOJK IRRBB no SEOJK/12/2018, compared with financial planning of the Bank and Subsidiaries for a 12 month period
4		In measuring EVE, the Bank and Subsidiaries use the SEOJK IRRBB standardized approach no SEOJK/12/2018, which the interest rate shock scenario used includes: 1) parallel shock up in interest rates (parallel shock up); 2) parallel shock down in interest rates (parallel shock down); 3) a sloping interest rate shock (steepener shock) with a combination of decreasing short-term interest rates and increasing longterm interest rates (short rates down and long rates up); 4) a flattening interest rate shock with a combination of increasing short-term interest rates and decreasing long-term interest rates (short rates up and long rates down); 5) rising short-term interest rate shock (short rates shock up); And 6) short-term interest rate shock decreases (short rates shock down). In measuring NII, the Bank and Subsidiaries use the SEOJK IRRBB standardized approach no SEOJK/12/2018, which the interest rate shock scenario used includes: 1) parallel shock up in interest rates (parallel shock up); 2) parallel shock down in interest rates (parallel shock down). In the future, for risk control purposes, the Bank and Subsidiaries will also evaluate IRRBB exposure using internal stress scenarios for EVE and NII measurements.
5		There were no differences in methodology or modeling assumptions in the calculations used in the internal management system. In other words, the Bank and Subsidiaries use the Standardized Approach as a reference in calculating IRRBB for internal management purposes.
6		Currently, the Bank has a hedging instrument in the form of an Interest Rate Swap (IRS) to offset potential losses that arise if there is a potential loss on AFS securities. The bank also carries out daily MTM on the IRS instrument.
7	a	For the EVE Method, the Bank and Subsidiaries calculate all cash flows from the principal amount and interest payments which include the commercial margin (client rate) discounted at the risk free rate at the reporting date;

	Qualitative Analysis
b	The Bank and Subsidiaries have interest rate exposure from Non-Maturity Deposits (NMDs) positions originating from wholesale and retail customers. To manage the interest rate risk, the Bank and Subsidiaries carried out twostage modeling in accordance with the provisions of the SEOJK IRRBB. In the first stage, the Bank and Subsidiaries carry out an analysis of changes in volume to determine the portion of NMD that is stable in the sense that it has a small possibility of being attracted by customers. In the second stage, the Bank and Subsidiary Companies measure the proportion of core savings from stable NMD that customers will not withdraw even if there are large changes in market interest, while the Bank and Subsidiary Companies do not adjust the interest on the NMD in question. The main dimensions that influence the maturity of core NMDs (Core Deposits) are the elasticity of deposit interest to changes in market interest rates, volatility of deposit volumes and other factors including customer behavior and macroeconomics. By taking into account the NMD modeling limitations that apply to the Standardized Approach, the Bank and Subsidiaries determine the distribution and average repricing maturity maturity using a replicating portfolio approach and/or uniform slotting method depending on the availability and reliability of data for each relevant NMD category. Currently it consists of wholesale NMD, transactional retail NMD and non-transactional retail NMD. Modeling parameters are based on historical observations, statistical analysis and also professional judgment.
c	Banks and Subsidiaries carry out risk modeling or estimation to determine prepayment rates for fixed interest loans and early withdrawal rates for time deposits if these risks are not adequately mitigated, for example through fine provisions. In estimating the prepayment rate, the Bank and Subsidiaries use statistical methods based on historical data in analyzing accelerated credit repayment rates. Several main dimensions that influence customer repayment rates include: market interest rates, credit interest rates, credit nominal, and several other factors. Meanwhile, in estimating the early withdrawal rate, the Bank and Subsidiaries use the Exponential Weighted Moving Average (EWMA) method. This model assumes that tomorrow's projected results are influenced by today's actual data and past data. Several main dimensions that influence customer withdrawal rates include: deposit interest rates, deposit nominal and several other factors.
d	There are no other assumptions used by the Bank and Subsidiaries apart from the assumptions set by the SEOJK IRRBB.
e	Banks and Subsidiaries calculate IRRBB for each material currency and then aggregate them. The aggregation methodology is carried out by simple addition.
	Qualitative Analysis
1	The average period for interest rate adjustment (repricing maturity) for the Rupiah includes: - Wholesale for 1.01 years - Transactional Retail for 2.15 years - Non-Transactional Retail for 1.31 years The average interest rate adjustment period (repricing maturity) for USD includes: - Wholesale for 0.81 years - Transactional Retail for 2.04 years - Non-Transactional Retail for 1.16 years
2	The longest period of interest rate adjustment (repricing maturity) for the Rupiah includes: - Wholesale for a period of 5 years; - Transactional Retail for a period of 5 years; - Non-Transactional Retail for a period of 5 years. The longest interest rate adjustment period (repricing maturity) for USD includes: - Wholesale for a period of 5 years; - Transactional Retail for a period of 5 years; - Non-Transactional Retail for a period of 5 years.

3. LIQUIDITY RISK

Disclosure of Liquidity Coverage Ratio for Bank Only for the Position as at December 2025

(in million Rupiah)

		Value of Outstanding Liabilities and Commitments/ Value of Contractual Claims	Value of HQLA After Deduction of (Haircut), Outstanding Liabilities and Commitment Times Run-Off Rate or Value of Contractual Claims Times Inflow Rate
HIGH QUALITY LIQUID ASSET (HQLA)			
1	Total High Quality Liquid Asset (HQLA)		242.860.077
CASH OUTFLOW			
2	Retail deposits and deposits from Micro and Small Business:	409.753.367	28.892.824
	a. Stable deposit/funding	241.650.253	12.082.513
	b. Less Stable deposit/funding	168.103.114	16.810.311
3	Funding from corporate customers consisting of:	471.816.578	130.390.657
	a. Operational deposits	288.440.678	61.972.754
	b. Non-operational deposit and/or other non-operational liabilities	183.375.900	68.417.903
	c. Marketable securities (bank issued debt notes)	-	-
4	Secured funding		664.676
5	Additional requirement, consisting of:	208.970.807	8.845.039
	a. Cash outflow on derivative transaction	40.012	40.012
	b. Cash outflow on additional liquidity	-	-
	c. Cash outflow on lost funding	-	-
	d. Cash outflow on withdrawal of commitments of loan and liquidity facility	2.085.125	208.513
	e. Cash outflow on other contractual liability related to lending	-	-
	f. Cash outflow on other lending contingencies	201.433.204	3.184.049
	g. Other contractual cash outflows	5.412.466	5.412.466
TOTAL CASH OUTFLOW			168.793.195
CASH INFLOW			
6	Secured lending	8.731.338	-
7	Claims from counterparty	73.666.089	25.440.744
8	Other cash inflows	4.086.830	2.093.806
TOTAL CASH INFLOW		**86.484.257**	**27.534.550**
			***TOTAL ADJUSTED VALUE*[1]**
TOTAL HQLA			**242.860.077**
TOTAL NET CASH OUTFLOWS			**141.258.645**
LCR (%)			**171,93%**

Keterangan:
1 Adjusted values are calculated after the imposition of haircuts, run-off rates, and inflow rates as well as the maximum limit of HQLA components, e.g. HQLA Level 2B and HQLA Level 2 maximum limits as well as the maximum limit of cash inflows that can be taken into account in the LCR.

Analysis of Liquidity Coverage Ratio Development for Bank Only

	Analysis
1	The Individual LCR (Bank Only) position for Q4 2025 was 171.93%, above the required minimum of 100%.
2	The LCR in Q4 2025 increased by 6.26% compared to Q3 2025, rising from 165.67% to 171.93%, driven by an 8.34% increase in HQLA, which was higher than the 4.40% increase in Net Cash Outflow.
3	The composition of HQLA as of Q4 2025 was still dominated by Level 1 HQLA at 99.55%, while Level 2A accounted for 0.39% and Level 2B for 0.06%, both remaining below the maximum regulatory limits for HQLA.
4	The bank's liquidity has been well maintained in accordance with regulations and supports the bank's business activities.
5	There were no cash inflows or cash outflows included in the LCR calculation that were not covered in the LCR template.

Disclosure of Liquidity Coverage Ratio for Bank Consolidated with Subsidiaries for the Position as at December 2024

(in million Rupiah)

		Value of Outstanding Liabilities and Commitments/ Value of Contractual Claims	Value of HQLA After Deduction of (Haircut), Outstanding Liabilities and Commitment Times Run-Off Rate or Value of Contractual Claims Times Inflow Rate
HIGH QUALITY LIQUID ASSET (HQLA)			
1	Total High Quality Liquid Asset (HQLA)		252.687.637
CASH OUTFLOW			
2	Retail deposits and deposits from Micro and Small Business:	413.013.660	29.209.126
	a. Stable deposit/funding	241.844.794	12.092.240
	b. Less Stable deposit/funding	171.168.866	17.116.887
3	Funding from corporate customers consisting of:	481.567.165	133.554.094
	a. Operational deposits	293.419.785	63.211.895
	b. Non-operational deposit and/or other non-operational liabilities	188.147.380	70.342.199
	c. Marketable securities (bank issued debt notes)	-	-
4	Secured funding		664.676
5	Additional requirement, consisting of:	211.654.631	9.552.614
	a. Cash outflow on derivative transaction	40.012	40.012
	b. Cash outflow on additional liquidity	-	-
	c. Cash outflow on lost funding	-	-
	d. Cash outflow on withdrawal of commitments of loan and liquidity facility	3.791.195	419.225
	e. Cash outflow on other contractual liability related to lending	-	-
	f. Cash outflow on other lending contingencies	201.933.412	3.203.364
	g. Other contractual cash outflows	5.890.013	5.890.013
TOTAL CASH OUTFLOW			**172.980.509**
CASH INFLOW			
6	Secured lending	11.124.337	36.253
7	Claims from counterparty	38.604.701	26.440.316
8	Other cash inflows	6.222.928	3.329.525
TOTAL CASH INFLOW		**55.951.965**	**29.806.094**
			***TOTAL ADJUSTED VALUE*[1]**
TOTAL HQLA			**252.687.637**
TOTAL NET CASH OUTFLOWS			**143.174.416**
LCR (%)			**176,49%**

Description:
1 Adjusted values are calculated after the imposition of haircuts, run-off rates, and inflow rates as well as the maximum limit of HQLA components, e.g. HQLA Level 2B and HQLA Level 2 maximum limits as well as the maximum limit of cash inflows that can be taken into account in the LCR.

Analysis of Liquidity Coverage Ratio Development for Bank Consolidated with Subsidiaries

	Analisis
1	BNI's Consolidated LCR position for Q4 2025 was 176.49%, above the required minimum of 100%.
2	BNI's Consolidated LCR for Q4 2025 stood at 176.49%, an increase of 6.11% compared to Q3 2025 at 170.38%. This increase was driven by an 8.20% rise in HQLA, which exceeded the 4.46% increase in Net Cash Outflow.
3	BNI's consolidated liquidity has been well maintained in accordance with regulations and supports the bank's business activities.
4	There were no cash inflows or cash outflows included in the LCR calculation that were not covered in the LCR template.

Disclosure of Net Stable Funding Ratio, Bank Only
December 2025 Position

(in million Rupiah)

	ASF Component	Carrying Value based on Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	≥ 1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
1	**Capital:**	187.185.102	-	-	-	187.185.102
2	Capital as CAR POJK	187.185.102	-	-	-	187.185.102
3	Other capital components	-	-	-	-	-
4	**Deposits from individual customers and funding from micro and small business customers:**	**349.228.071**	**26.305.256**	**26.169.788**	**1.278.853**	**402.981.969**
5	Stable deposits	238.308.378	-	-	-	238.308.378
6	Less stable deposits	110.919.694	26.305.256	26.169.788	1.278.853	164.673.592
7	**Funding from corporate customers:**	153.071.940	132.153.698	9.770.304	34.678.455	329.674.396
8	Operational funding	153.071.940	-	-	-	153.071.940
9	Other funding from corporate customers	-	132.153.698	9.770.304	34.678.455	176.602.456
10	**NSFR for derivative liabilities**	-	-	-	-	-
11	**Other liabilities:**	-	-	**346.472**	**14.346.025**	**14.692.497**
12	NSFR for derivative liabilities		-	-	-	
13	Equity and liability components other than the above category	-	-	346.472	14.346.025	14.692.497
14	**Total ASF**					**934.533.965**

	RSF Component	Carrying Value based on Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	≥ 1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
15	**Total HQLA for the calculation of NSFR**	-	**1.121.228**	**966.788**	**11.899.048**	**13.987.064**
16	**Deposit with other financial institutions for operational purposes**	**13.007.070**	-	-	-	**13.007.070**
17	**Loans in Current and Special Mention Category (Performing) and marketable securities**	-	**79.092.990**	**180.443.727**	**288.660.594**	**548.197.310**
18	To financial institutions secured by HQLA Level 1		611.295	-	-	611.295
19	To financial institutions secured by non-HQLA Level 1 and unsecured loan to financial institutions	-	563.406	2.553.129	22.959	3.139.494
20	To non-financial institutions, individual customers, and micro and small business customers, Government of Indonesia, government of other countries, Bank Indonesia, central banks of other countries, and public sector entities, including those that:		64.039.606	170.088.521	218.400.231	452.528.358
21	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		12.729.765	19.824.948	7.186.500	39.741.213
22	Loans secured with unpledged residential properties, including those that:		1.546.027	2.171.978	50.330.239	54.048.244

	RSF Component	Carrying Value based on Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	≥ 1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
23	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		457.769	711.543	17.529.906	18.699.217
24	Marketable Securities not under pledge, not in default, and not classified as HQLA, including shares traded at the stock exchange		12.332.655	5.630.098,77	19.907.166,00	37.869.920
25	**Assets with interdependent liability match**	**-**	**-**	**-**	**-**	**-**
26	**Other assets:**	**275**	**22.935.568**	**1.700.838**	**54.392.756**	**79.029.437**
27	Tradable physical commodities, including gold	-				-
28	Cash, marketable securities and other assets recorded as initial margin in derivative contracts and cash or other assets delivered as default fund to the central counterparty (CCP)		-	-	17.000	17.000
29	NSFR of derivative assets		-	-	-	-
30	NSFR of derivative liabilities before deduction of variation margin		44.779	1.981	-	46.760
31	All other assets not included in the above categories**	275	22.890.790	1.698.857	54.375.756	78.965.677
32	**Administrative Account**		**1.851.405**	**703.157**	**1.952.289**	**4.506.851**
33	**Total RSF**					**658.727.732**
34	**Stable Funding Ratio (%)**					**141,87%**

Analysis of the Development of Net Stable Funding Ratio of Bank Only

	Analisis Kualitatif
1	NSFR Individu posisi Desember 2025 sebesar 141,87% dan masih berada di atas ketentuan yang dipersyaratkan yaitu 100%.
2	NSFR Individu posisi Desember 2025 dibanding NSFR posisi September 2025 menurun dari 142,10% menjadi 141,87%. Pada posisi Desember 2025, terdapat peningkatan dari sisi Pendanaan Stabil yang Dibutuhkan (RSF) meningkat sebesar 7,73%. Sedangkan dari sisi Total Pendanaan Stabil yang Tersedia (ASF) sebesar 7,55%.
3	Total Pendanaan Stabil yang Dibutuhkan (RSF) meningkat sebesar 47,24 T yang didominasi oleh peningkatan Pinjaman dengan kategori Lancar dan Dalam Perhatian Khusus (performing) dan surat berharga sebesar 48,88 T. Sedangkan Total Pendanaan Stabil yang Tersedia (ASF) meningkat sebesar 65,60 T.

Disclosure of Net Stable Funding Ratio for the Bank Consolidated with Subsidiaries December 2025 Position

dalam jutaan Rupiah

	ASF Component	Carrying Value based on Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	≥ 1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
1	**Capital:**	**193.821.196**	**-**	**-**	**-**	**193.821.196**
2	Capital as CAR POJK	193.816.756	-	-	-	193.816.756
3	Other capital components	4.440	-	-	-	4.440
4	**Deposits from individual customers and funding from micro and small business customers:**	**350.156.313**	**30.442.364**	**26.274.021**	**1.291.701**	**408.164.398**
5	Stable deposits	238.551.861	51.975	1.209	1.161	238.606.205
6	Less stable deposits	111.604.451	30.390.389	26.272.812	1.290.540	169.558.193
7	**Funding from corporate customers:**	**155.812.707**	**135.876.336**	**9.946.641**	**34.685.431**	**336.321.116**
8	Operational funding	155.812.707	105.711	24.338	-	155.942.755
9	Other funding from corporate customers	-	135.770.626	9.922.304	34.685.431	180.378.361
10	**NSFR for derivative liabilities**	**-**	**-**	**-**	**-**	**-**
11	**Other liabilities:**	**147.528**	**-**	**822.420**	**17.273.979**	**18.243.927**
12	NSFR for derivative liabilities		-	-	-	
13	Equity and liability components other than the above category	147.528	-	822.420	17.273.979	18.243.927
14	**Total ASF**					**956.550.637**

	RSF Component	Carrying Value based on Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	≥ 1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
15	**Total HQLA for the calculation of NSFR**	**-**	**1.259.837**	**1.037.954**	**11.976.745**	**14.274.536**
16	**Deposit with other financial institutions for operational purposes**	**13.036.108**	**223.188**	**188**	**-**	**13.259.483**
17	**Loans in Current and Special Mention Category (Performing) and marketable securities**	**-**	**81.311.064**	**183.447.844**	**294.480.491**	**559.239.399**
18	To financial institutions secured by HQLA Level 1		611.295	-	-	611.295
19	To financial institutions secured by non-HQLA Level 1 and unsecured loan to financial institutions	-	678.458	2.553.129	22.959	3.254.546
20	To non-financial institutions, individual customers, and micro and small business customers, Government of Indonesia, government of other countries, Bank Indonesia, central banks of other countries, and public sector entities, including those that:		65.902.054	172.780.059	223.898.096	462.580.209

	RSF Component	Carrying Value based on Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	⍰1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
21	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		13.355.447	20.800.518	10.228.723	44.384.689
22	Loans secured with unpledged residential properties, including those that:		1.743.868	2.375.282	50.448.572	54.567.722
23	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		633.332	897.914	17.625.879	19.157.125
24	Marketable Securities not under pledge, not in default, and not classified as HQLA, including shares traded at the stock exchange		12.375.390	5.739.374,01	20.110.864	38.225.627
25	**Assets with interdependent liability match**	-	-	-	-	-
26	**Other assets:**	**345.227**	**22.989.434**	**1.749.477**	**54.703.713**	**79.787.851**
27	Tradable physical commodities, including gold	-			-	-
28	Cash, marketable securities and other assets recorded as initial margin in derivative contracts and cash or other assets delivered as default fund to the central counterparty (CCP)		-	-	17.000	17.000
29	NSFR of derivative assets		-	-	-	-
30	NSFR of derivative liabilities before deduction of variation margin		44.779	1.981	-	46.760
31	All other assets not included in the above categories**)	345.227	22.944.655	1.747.495	54.686.713	79.724.091
32	**Administrative Account**		**2.060.663**	**705.648**	**1.974.701**	**4.741.012**
33	**Total RSF**					**671.302.281**
34	**Stable Funding Ratio (%)**					**142,49%**

Qualitative Analysis of Net Stable Funding Ratio for Bank Consolidated with Subsidiaries

	Analisis Kualitatif
1	NSFR Konsolidasi posisi Desember 2025 sebesar 142,49% dan berada di atas ketentuan yang dipersyaratkan yaitu 100%.
2	NSFR Konsolidasi posisi Desember 2025 dibanding NSFR posisi September 2025 menurun dari 142,78% menjadi 142,49%. Pada posisi Desember 2025, terdapat peningkatan dari sisi Total Pendanaan Stabil yang Tersedia (ASF) sebesar 7,44%, dan peningkatan dari sisi Pendanaan Stabil yang Dibutuhkan (RSF) sebesar 7,66%.
3	Peningkatan Total Pendanaan Stabil yang Tersedia (ASF) sebesar 66,23 T. Sementara Total Pendanaan Stabil yang Dibutuhkan (RSF) meningkat sebesar 47,76T yang didominasi oleh laju peningkatan Pinjaman dengan kategori Lancar dan Dalam Perhatian Khusus (performing) dan surat berharga sebesar 49,47T.

Tabel Aset Terikat (Encumbrance/ENC)

(in million Rupiah)

	a	b	c	d
	Aset Terikat (Encumbered)	Assets held or agreed with the Central Bank but not yet used to generate liquidity	Aset tidak terikat (unencumbered)	Total
Aset-aset dalam laporan posisi keuangan dapat disajikan terperinci sepanjang dibutuhkan	6.940.304	141.167.474	114.052.687	262.160.465

Analisis Kualitatif

a. Aset terikat (Encumbered Assets) adalah aset bank yang terbatas untuk kebutuhan likuiditas, secara legal dan kontraktual oleh Bank. Aset terikat yang tidak termasuk aset yang disimpan atau diperjanjikan dengan Bank Indonesia namun belum digunakan untuk menghasilkan likuiditas. Saat ini Bank memiliki aset terikat sebesar Rp 6,94T dalam bentuk transaksi repo.

b. Saat ini, Bank memiliki aset yang disimpan atau diperjanjikan dengan Bank Indonesia sebesar Rp 141,17T berupa GWM Sekunder (PLM) . Aset yang diperjanjikan dengan Bank Indonesia tersebut belum digunakan untuk menghasilkan likuiditas namun tetap diperhitungkan sebagai HQLA sebagaimana diatur dalam POJK Liquidity Coverage Ratio Bagi Bank Umum.

c. Aset tidak terikat merupakan aset yang memenuhi syarat sebagai HQLA sebagaimana diatur dalam POJK Liquidity Coverage Ratio Bagi Bank Umum. Saat ini Bank memiliki aset tidak terikat sebesar Rp. 114,05 T, antara lain berupa Kas, Penempatan pada Bank Indonesia, Surat Berharga Pemerintah, Surat Berharga Korporasi.

4. OPERATIONAL RISK

Disclosure of Operational Risks Quantitative for Bank Only

No	The approach used	December 31, 2025			
		Business Indicator Components	Internal Loss Multiplier Factor (FPKI)	Minimum Operational Risk Capital (MMRO)	RWA
1	Pendekatan Standar	5.030.656	0,64	3.230.716	40.383.955

Disclosure of Operational Risks Quantitative for Bank Consolidated with Subsidiaries

No	The approach used	December 31, 2025			
		Business Indicator Components	Internal Loss Multiplier Factor (FPKI)	Minimum Operational Risk Capital (MMRO)	RWA
1	Pendekatan Standar	5.078.911	0,65	3.286.767	41.084.588

(in million Rupiah)

	December 31, 2024			
	Business Indicator Components	Internal Loss Multiplier Factor (FPKI)	Minimum Operational Risk Capital (MMRO)	RWA
	4.813.384	0,62	2.992.869	37.410.865

(in million Rupiah)

	December 31, 2024			
	Business Indicator Components	Internal Loss Multiplier Factor (FPKI)	Minimum Operational Risk Capital (MMRO)	RWA
	4.838.206	0,63	3.037.782	37.972.275